

Texas Township Citizen Engagement and Priority Survey

August 2017





Background on Cobalt Community Research

- 501c3 not for profit research coalition
- Mission to provide research and education
- Developed to meet the research needs of schools, local governments and nonprofit organizations



Measuring Where You Are: Why Research Matters

- Understanding community values and priorities helps you plan and communicate more effectively about Township decisions
- Perception impacts behaviors you care about
- Understanding community perception helps you improve and promote the Township
- Community engagement improves support for difficult decisions
- Reliable data on community priorities aids in balancing demands of vocal minorities with the reality of limited resources
- Bottom line outcome measurement of service and trust: Good administration requires quality measurement and reporting



Study Goals

- Support budget and strategic planning decisions
- Explore service assumptions to ensure baseline service measures are understood
- Identify which aspects of community provide the greatest leverage on citizens' overall satisfaction
- Discover key outcome behaviors such as recommending the community, remaining in the community, volunteering and encouraging someone to start a business
- Determine support for planning and zoning regulations and future service opportunities



Bottom Line

- Texas Township overall ACSI score = 76 | 2013 = 74
 - Michigan Local Governments = 64 | 2013 = 60
 - Michigan Local Governments (Pop. 10,001-25,000) = 65 | 2013 = 64
 - Michigan County Governments = 59 | 2013 = 56
 - Michigan State Government = 46 | 2013 = 45
- There are several areas where improvement can have significant impact on overall satisfaction:
 - 2017 Drivers:
 - Township government management
 - Economic health
 - Property taxes
 - 2015 Drivers:
 - Twp government management
 - Economic health
 - Property taxes
 - Police services
- Detailed information by specific demographic groups is available to aid in policy review
 - Detail by: sample or volunteer, years of residency, age, employment status, income, household composition and type of home



Preserving Voice: Looking Into Detail

Sample:

2017 Texas Twp
Citizen Survey
Core Scores (Scale = 1-10)

		Fire & EMS			Police Services			Transportation Infrastructure			Property Taxes	
		Fire coverage for the community	Response time to fires	Response time to medical emergencies	Respectful treatment of citizens	Fair and equitable enforcement	Response time to police calls for service	Public transportation options	Street maintenance/repair	Accommodation for bicycle and foot traffic	Fairness of Township property appraisals	Amount/quality of services received for taxes paid
2013 Overall Satisfaction - Sample		8.2	8.1	8.5	8.5	8.3	7.6	4.3	6.7	5.5	6.7	6.4
2017 Overall Satisfaction - Sample		8.5	8.5	8.7	8.9	8.7	7.9	4.7	6.3	6.7	6.7	6.5
Residency	Less than 1 year	7.3	6.5	7.7	8.5	7.0	6.7	6.8	6.2	6.1	6.0	6.5
	1-5 years	8.9	9.0	8.8	9.1	9.1	7.9	4.7	6.8	6.6	7.0	6.5
	6-10 years	8.7	8.4	8.7	9.2	8.9	7.9	5.2	6.0	6.9	6.6	6.4
	11-20 years	8.0	8.2	8.4	8.7	8.5	8.0	4.4	6.0	6.5	6.3	6.3
	More than 20 years	8.5	8.5	8.9	8.8	8.6	7.9	4.6	6.5	7.0	7.0	6.6
Age	18 to 24	7.5	8.3	9.0	8.7	8.7	8.7	2.9	4.1	6.0	3.0	3.3
	25 to 34	8.6	8.3	8.6	8.8	8.6	7.9	4.1	6.4	6.7	6.7	6.7
	35 to 44	8.7	9.0	8.6	9.1	9.0	7.6	4.5	6.3	6.8	7.3	6.9
	45 to 54	8.7	8.6	8.9	9.1	8.9	7.9	4.6	6.1	6.5	6.1	5.9
	55 to 64	8.2	8.0	8.1	8.7	8.4	7.6	4.4	6.3	7.0	6.6	6.0
	65 or over	8.4	8.5	9.0	8.9	8.6	8.2	5.5	6.7	6.8	7.0	6.9
Employment Status	Employed	8.4	8.3	8.4	8.9	8.8	7.6	4.1	6.2	6.7	6.6	6.4
	Self employed	8.6	8.5	9.3	9.0	9.0	8.1	6.4	6.6	7.7	6.8	6.3
	Stay-at-home parent/spouse	9.3	9.5	9.8	8.8	8.8	9.3	5.0	6.2	6.8	7.1	6.5
	Retired	8.4	8.6	8.8	8.8	8.8	8.8	4.1	6.6	6.7	7.0	6.7
	Unemployed	8.0	6.0	8.0	8.8	8.8	8.8	3.3	5.2	5.6	3.5	5.3
	Student	7.5	7.0	8.0	8.8	8.8	8.8	6.6	4.5	5.4	7.5	4.0

Differences based on demographic

Consistent regardless of demographic

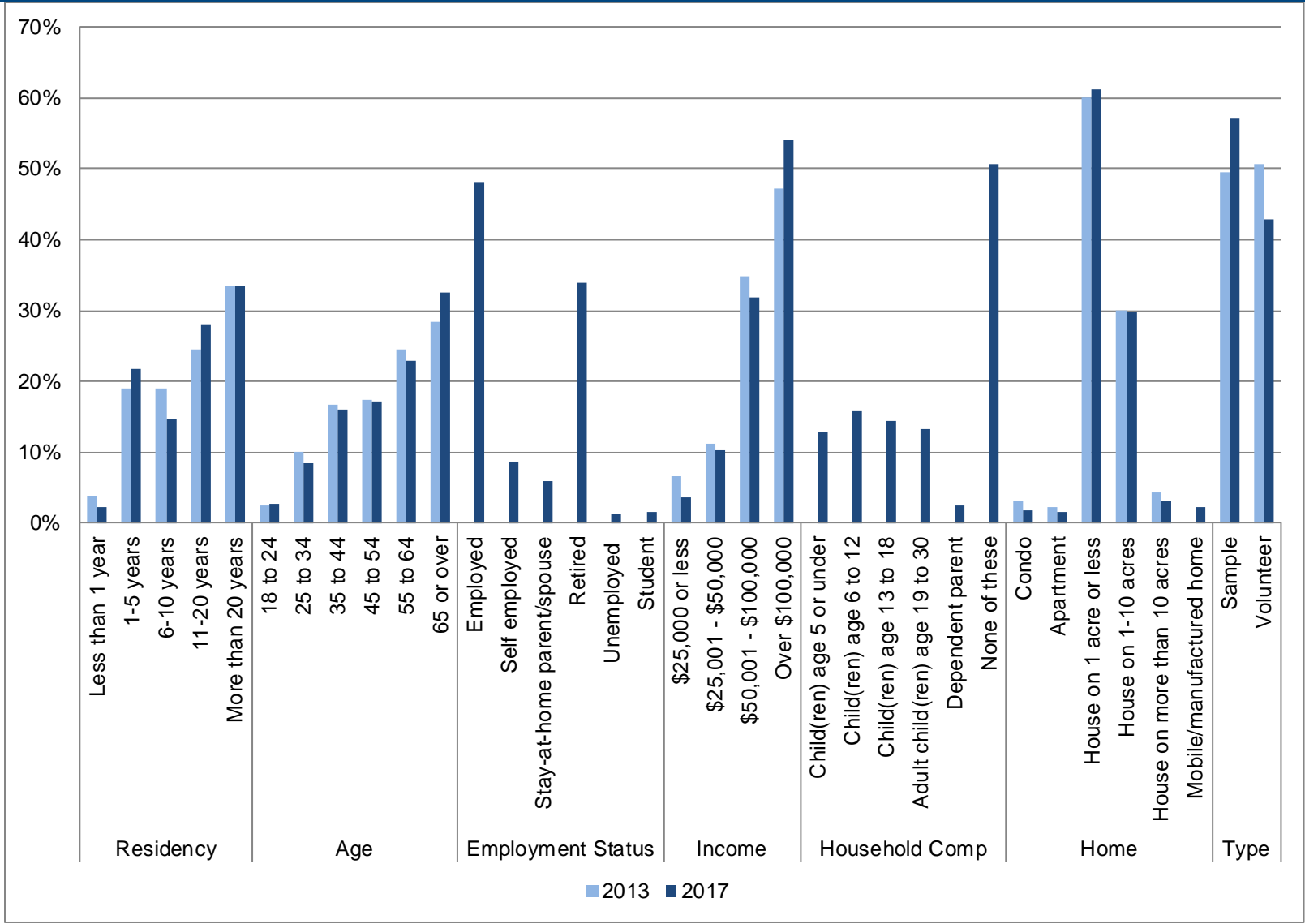


Methodology

- Random sample of 1,500 residents drawn from voter records
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in May and June 2017
- Valid response from 488 residents, providing a conventional margin of error of +/- 4.3 percent in the raw data (95% confidence)
 - 2013 = 441 responses, 452 volunteers; +/- 4.6% at 95%
 - 2017 = 488 responses, 366 volunteers; +/- 4.3% at 95%
 - Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000
- In addition to the random sample, there were 366 responses from volunteer respondents for a total response of 854



Respondent Profile



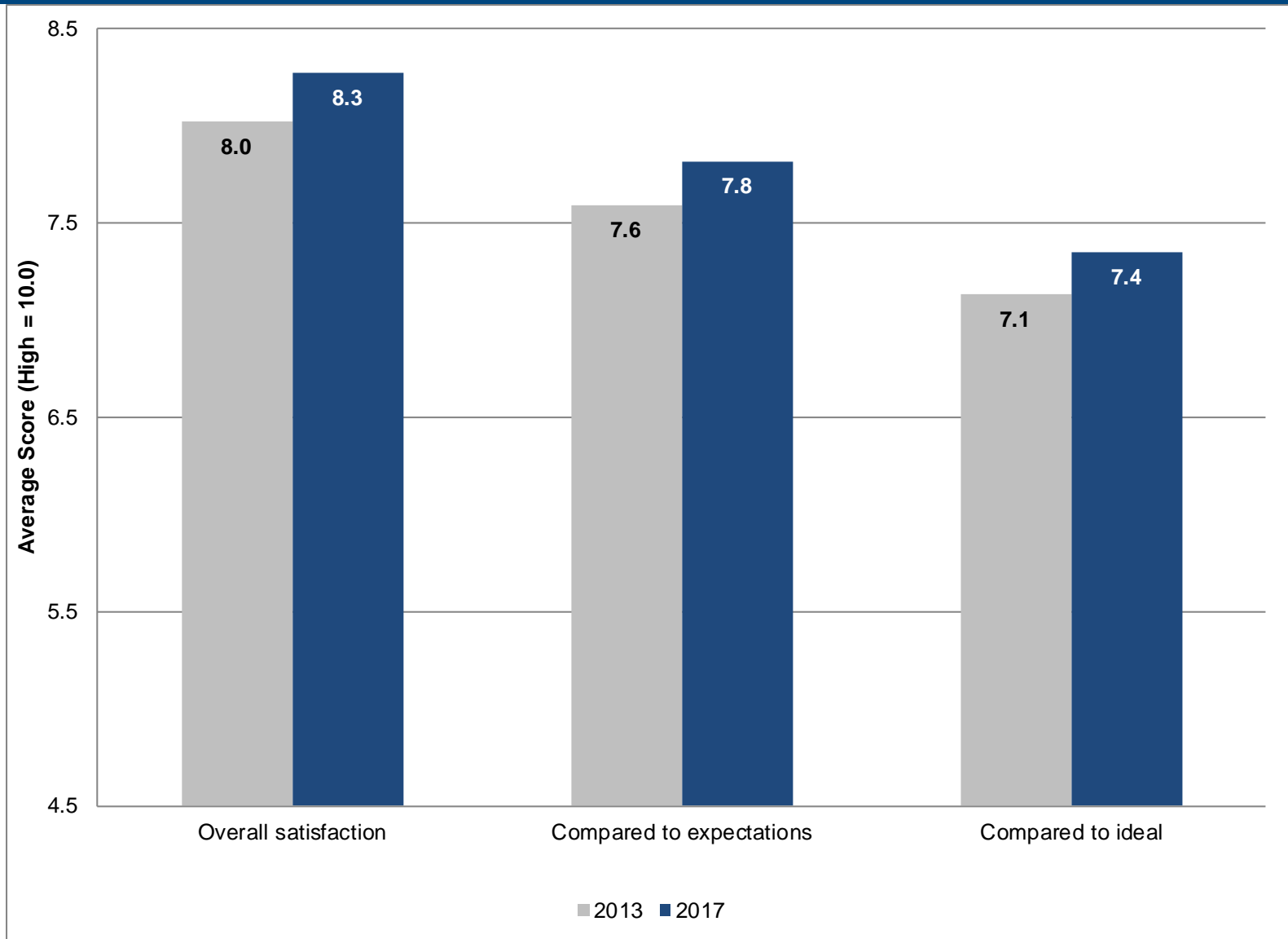
Results





ACSI Dimensions

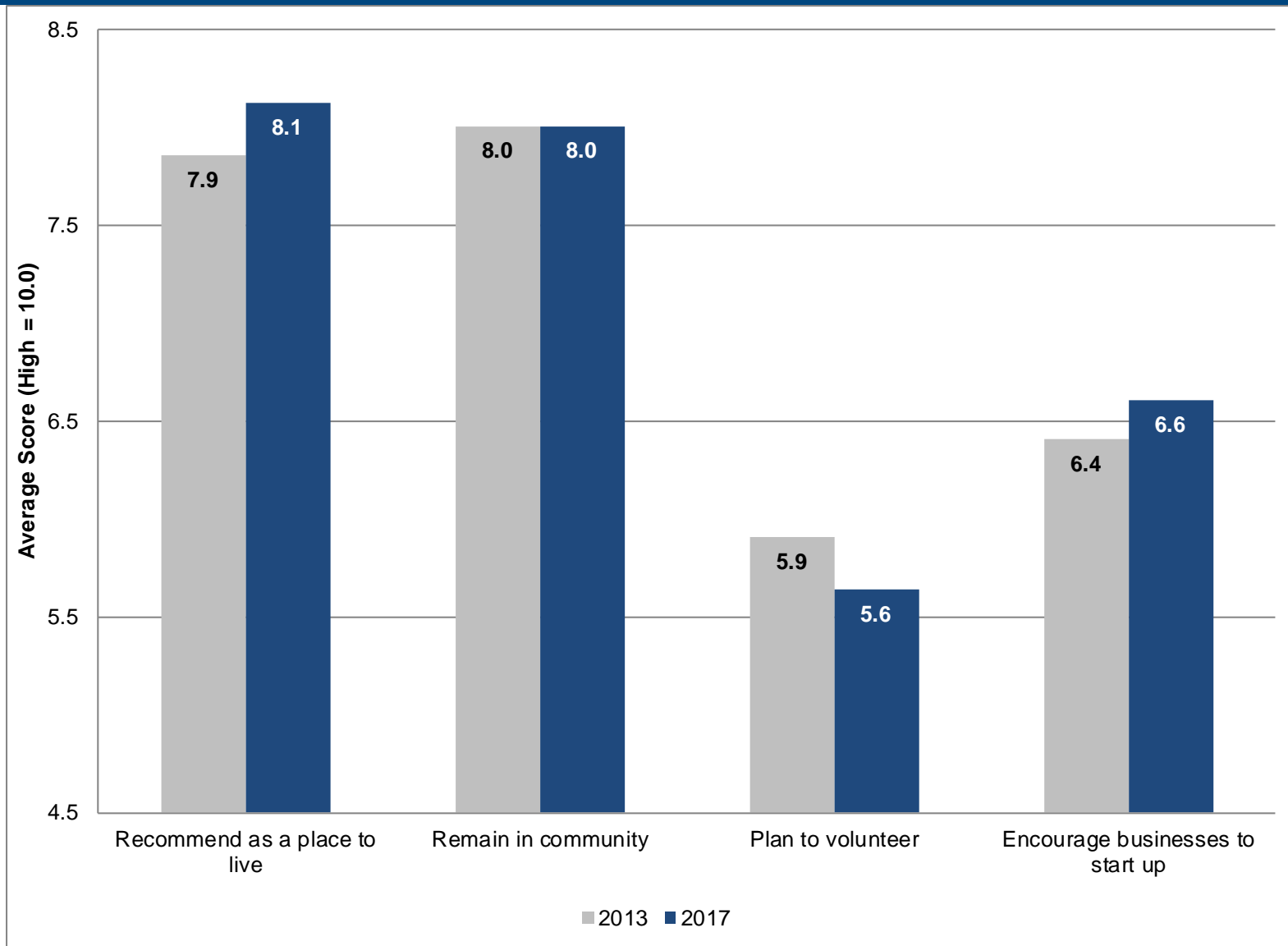
(High score = 10)





Outcome Behaviors

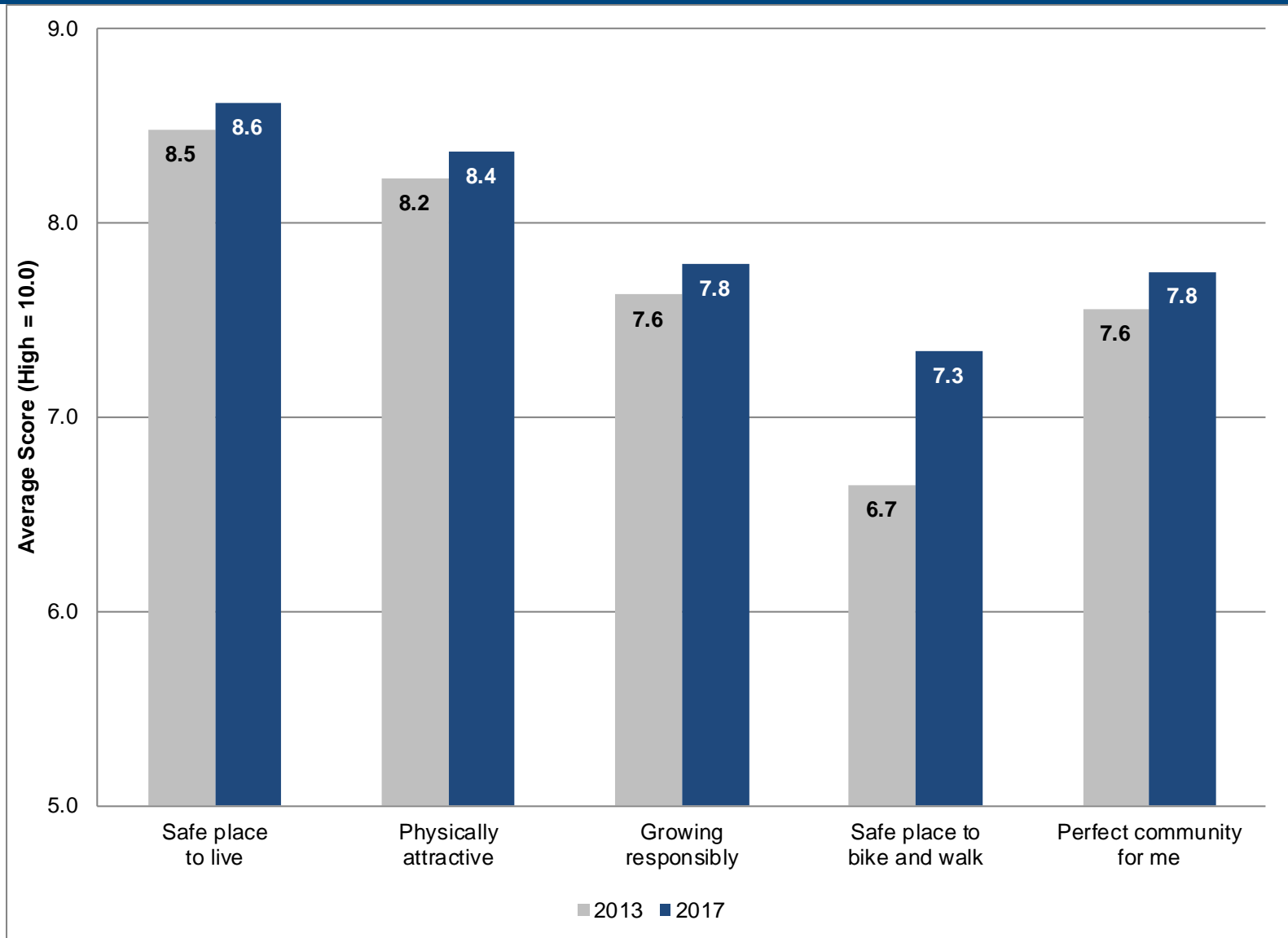
(High score = 10)





Community Image

(High score = 10)

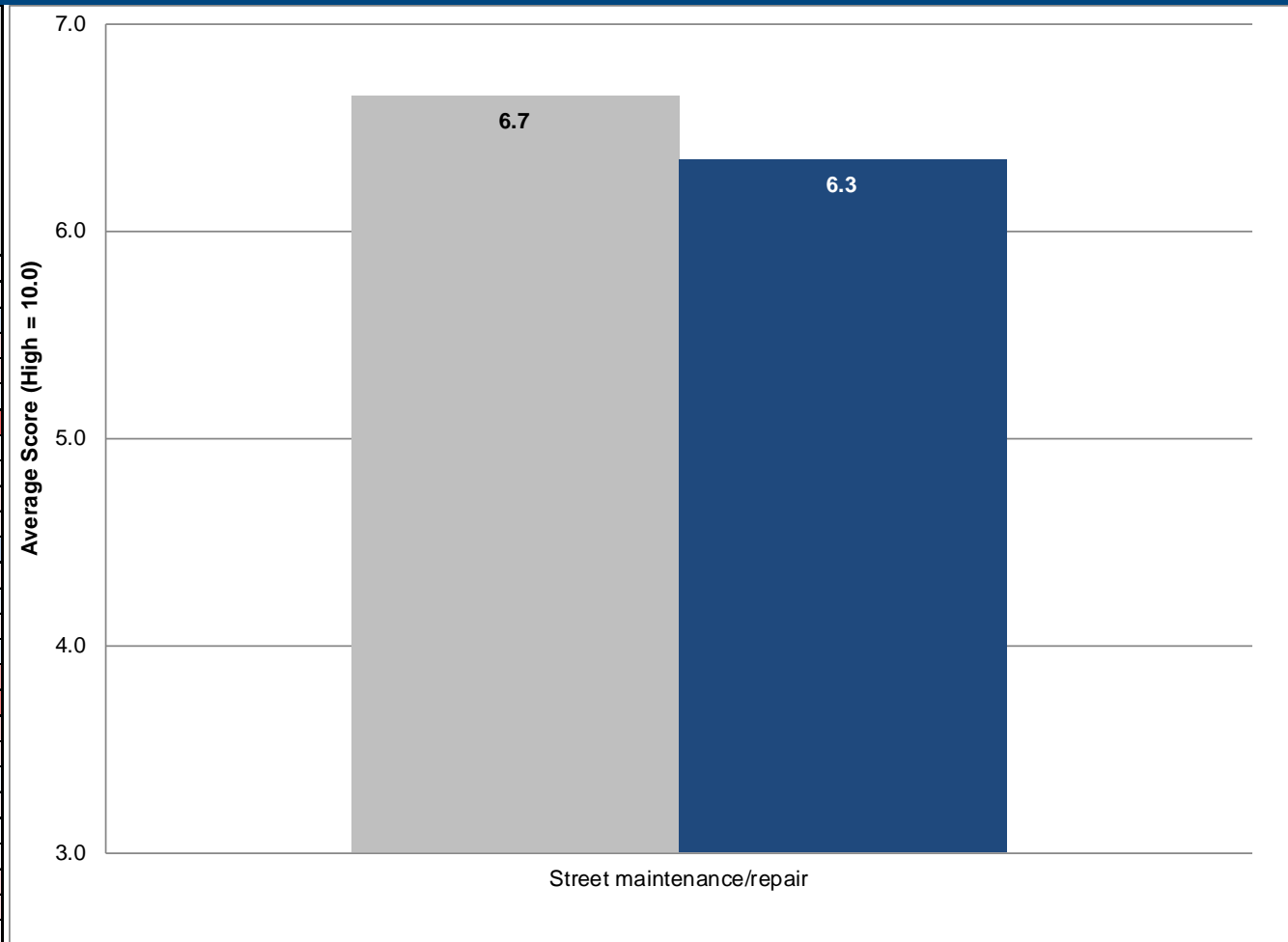




Road Maintenance & Repair

(High score = 10)

Texas Township 2017 Core Scores		2013 - Road maintenance/repair	2017 - Road maintenance/repair
Overall Satisfaction - Sample		6.7	6.3
Residency	Less than 1 year	7.5	6.3
	1-5 years	6.8	6.8
	6-10 years	6.3	6.0
	11-20 years	6.4	6.0
	More than 20 years	6.9	6.5
Age	18 to 24	7.5	4.1
	25 to 34	6.7	6.4
	35 to 44	6.5	6.3
	45 to 54	6.3	6.1
	55 to 64	6.9	6.3
	65 or over	6.7	7.0
Employment Status	Employed	-	6.2
	Self employed	-	6.6
	Stay-at-home parent/spouse	-	6.2
	Retired	-	6.6
	Unemployed	-	5.2
	Student	-	4.5
Income	\$25,000 or less	6.3	5.8
	\$25,001 - \$50,000	6.5	6.1
	\$50,001 - \$100,000	6.6	6.5
	Over \$100,000	6.8	6.3
Household Composition	Child(ren) age 5 or under	-	6.5
	Child(ren) age 6 to 12	-	6.4
	Child(ren) age 13 to 18	-	5.9
	Adult child(ren) age 19 to 30	-	6.0
	Dependent parent	-	6.4
	None of these	-	6.5
Type of home	Condo	6.6	7.1
	Apartment	6.8	5.7
	House on 1 acre or less	6.6	6.5
	House on 1-10 acres	6.5	6.2
	House on more than 10 acres	8.0	6.4
	Mobile/manufactured home	-	5.9
Sample/Volunteer	Sample	6.7	6.3
	Volunteer	6.6	6.3



Understanding the Charts: Community Questions – Long-term Drivers

Perceived Performance

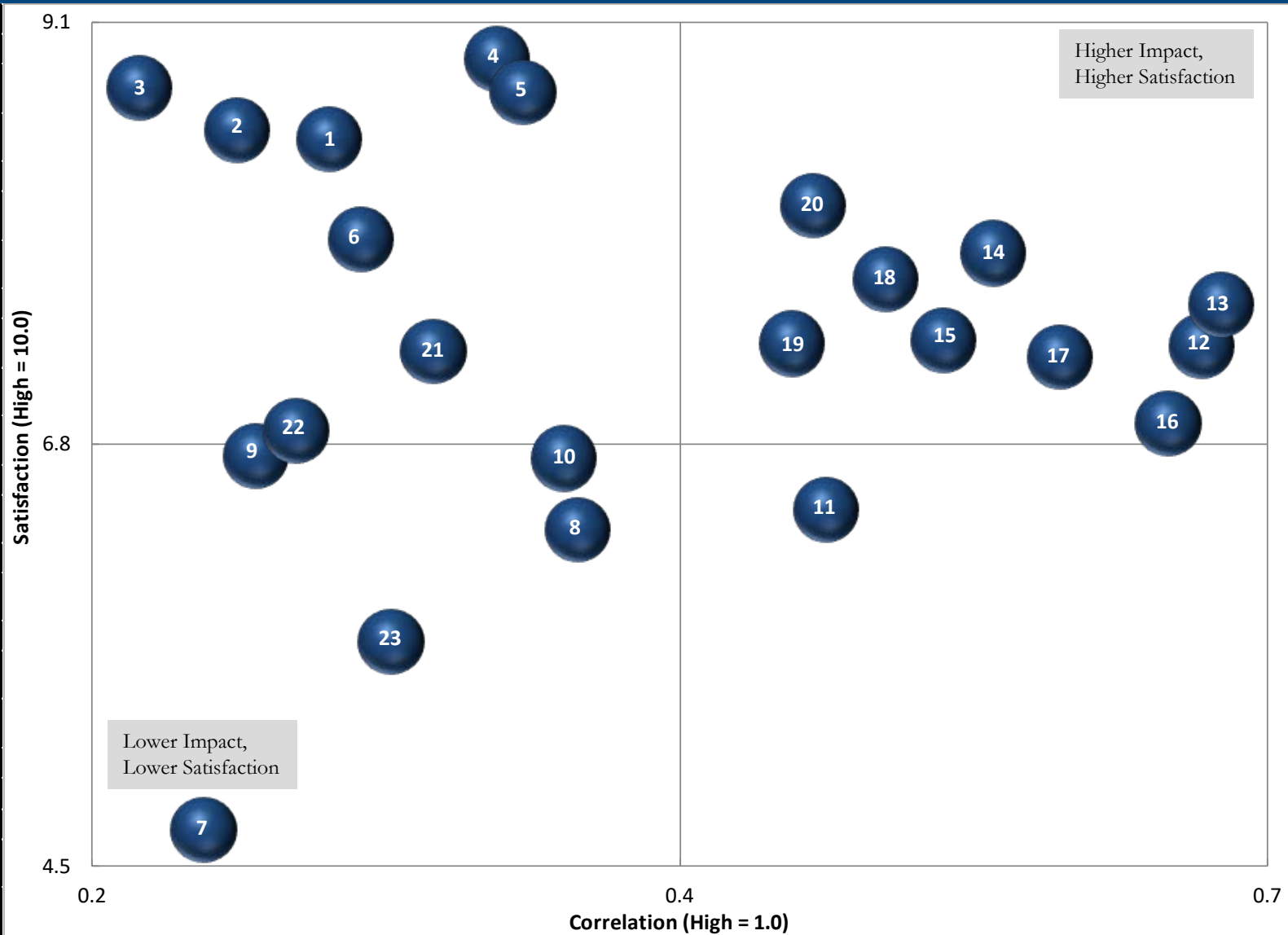
<p>Higher scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show over investment or under communication.</p>	<p>Higher impact areas where the Township received high scores from citizens. They have a higher impact on engagement if improved. Action: Continue investment</p>
<p>Lower scoring areas relative to the other areas with lower impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.</p>	<p>Higher impact on engagement and a relatively lower score. Action: Prioritize investment to drive positive changes in outcomes.</p>

Impact



Drivers of Satisfaction: Strategic Priorities

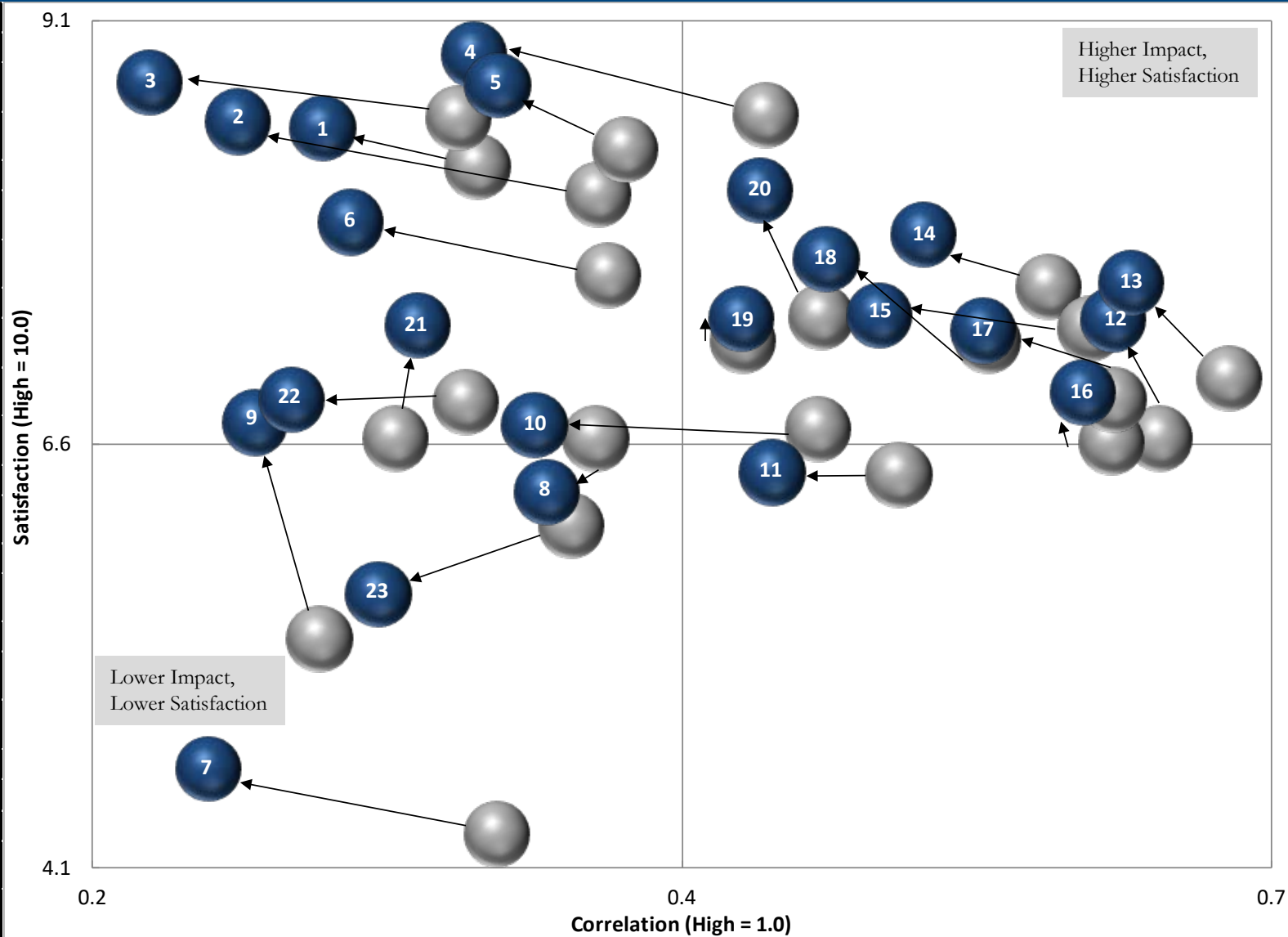
Fire & EMS	1. Fire coverage 2. Response time to fires 3. Response time to emergencies
Police	4. Respectful treatment of citizens 5. Fair/equitable enforcement 6. Response time to calls for service
Infrastructure	7. Public transportation options 8. Street maintenance/repair 9. Accommodation for bike/foot traffic
Property Taxes	10. Fairness of property appraisals 11. Amount/quality of services for taxes paid
Township Government	12. Trustworthy leaders 13. Efficient and organized operation 14. Well-trained employees 15. Communicates effectively with community 16. Spends dollars wisely 17. Encourages citizen ideas and involvement 18. Maintains website that meets needs
Economy	19. Affordability of housing 20. Stability of property values
Telecomm	21. Cell phone reception 22. Speed of your internet connecton 23. Variety of internet access options





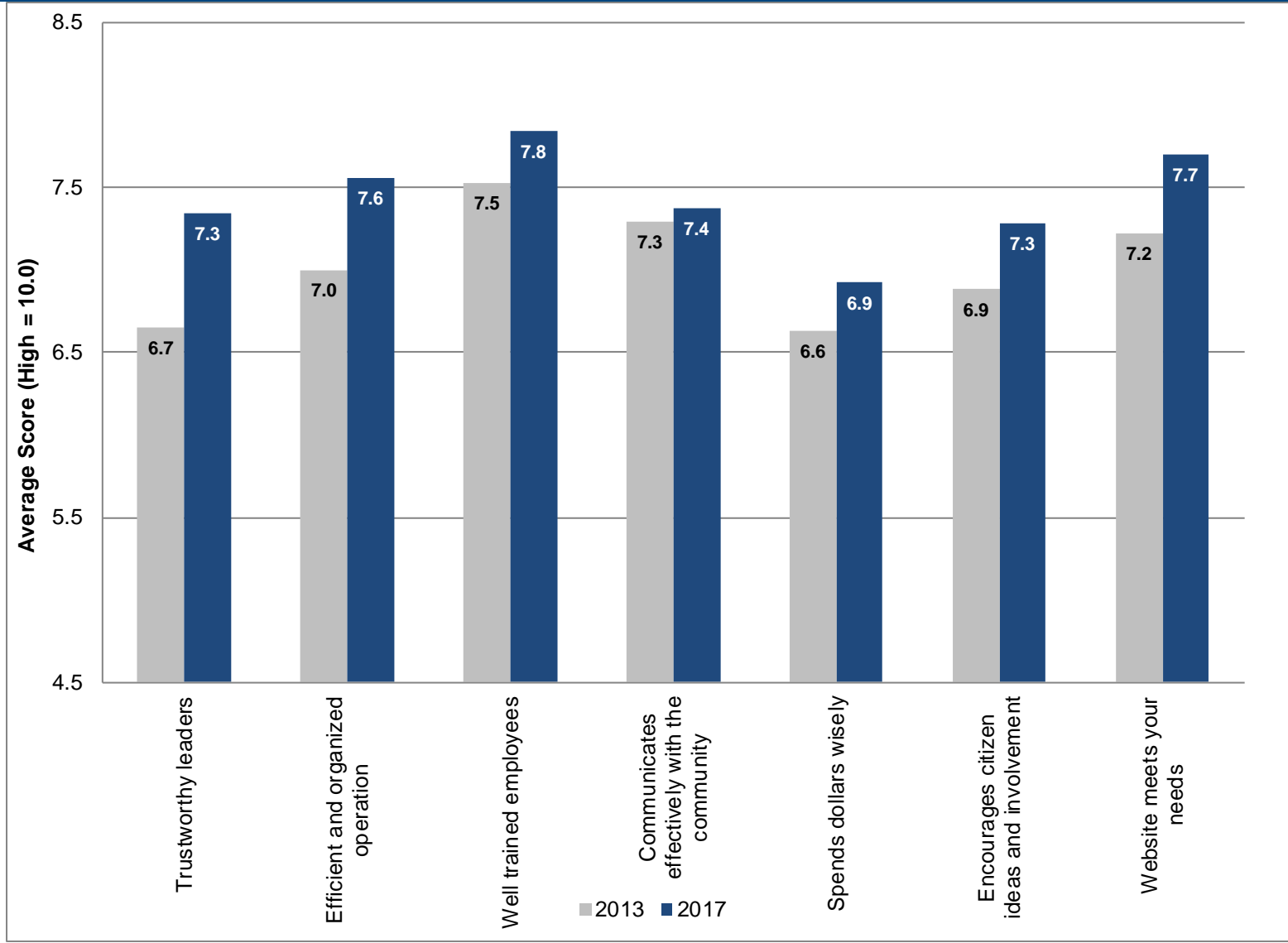
Drivers of Satisfaction: Strategic Priorities Compared to 2013

Fire & EMS	1. Fire coverage 2. Response time to fires 3. Response time to emergencies
Police	4. Respectful treatment of citizens 5. Fair/equitable enforcement 6. Response time to calls for service
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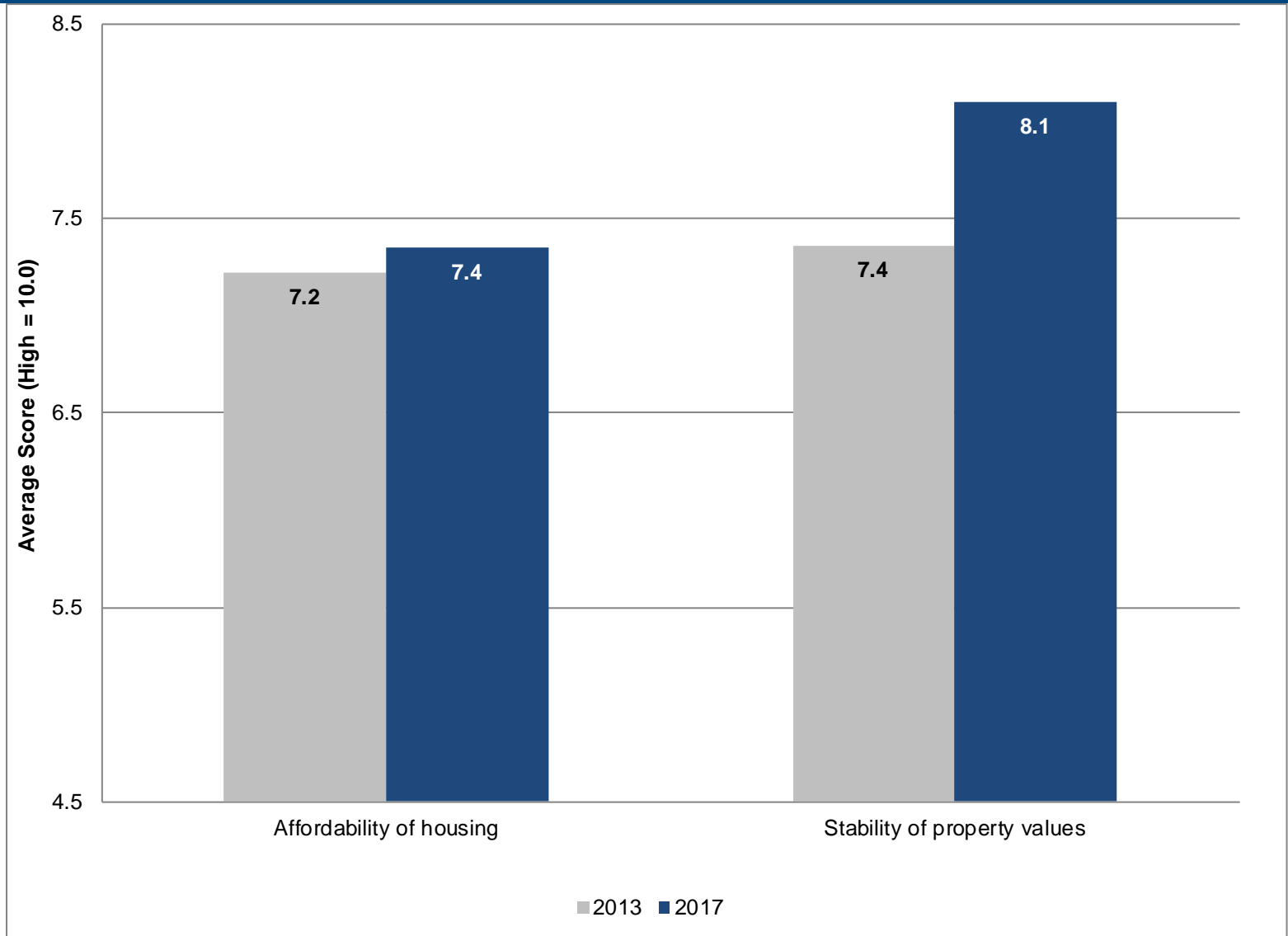


Drivers of Satisfaction: Township Government Management



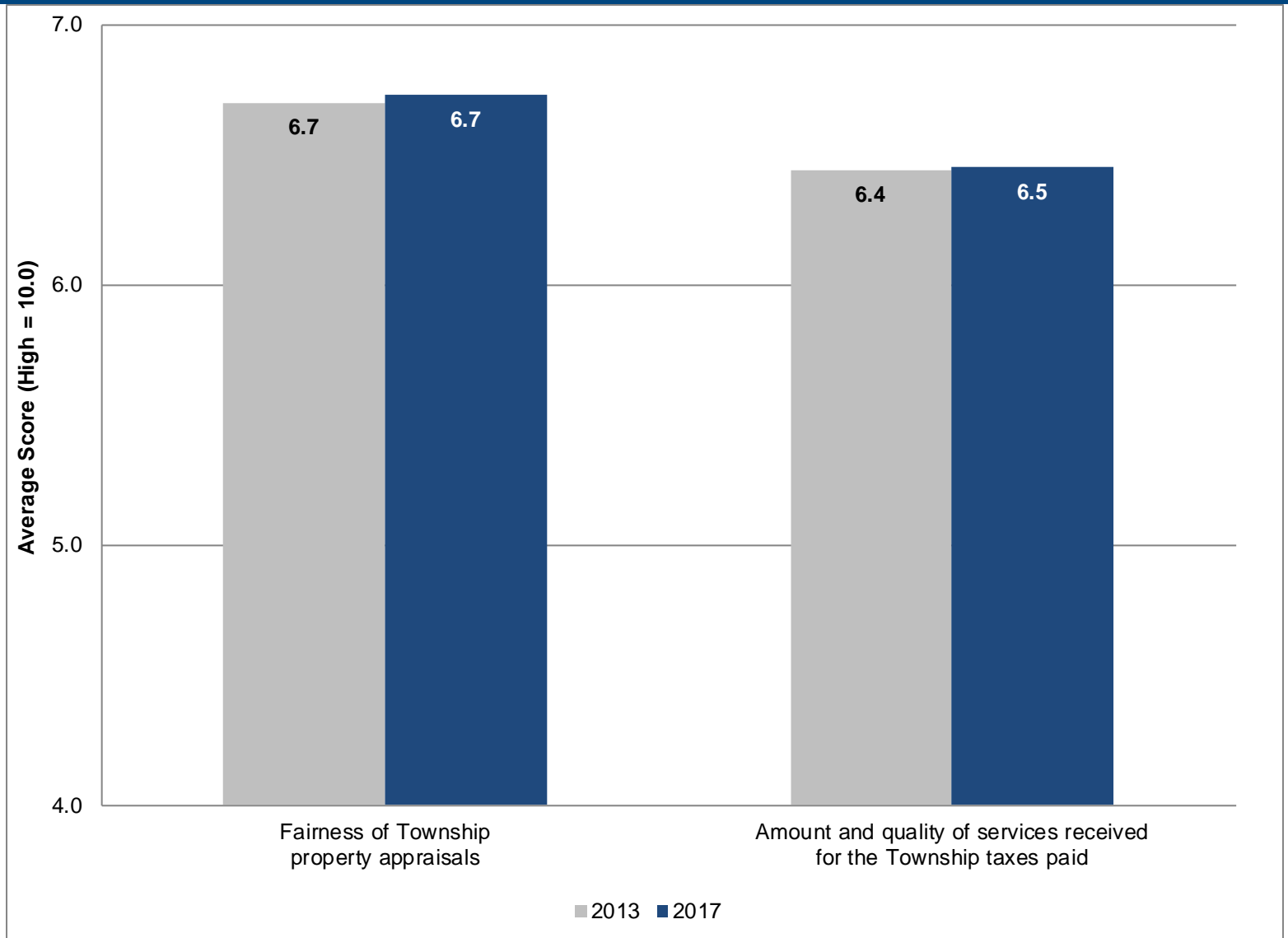


Drivers of Satisfaction: Economic Health





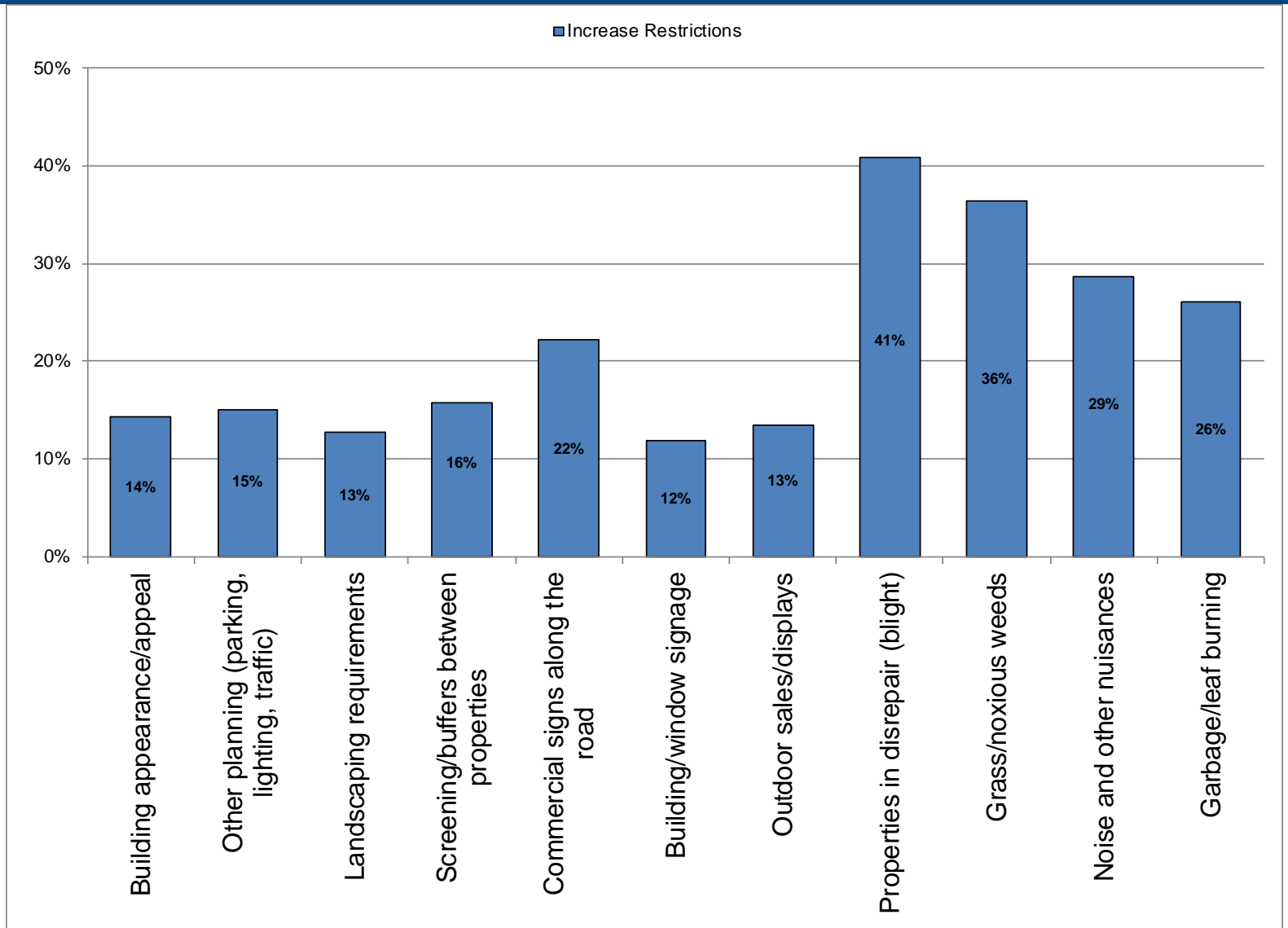
Drivers of Satisfaction: Property Taxes





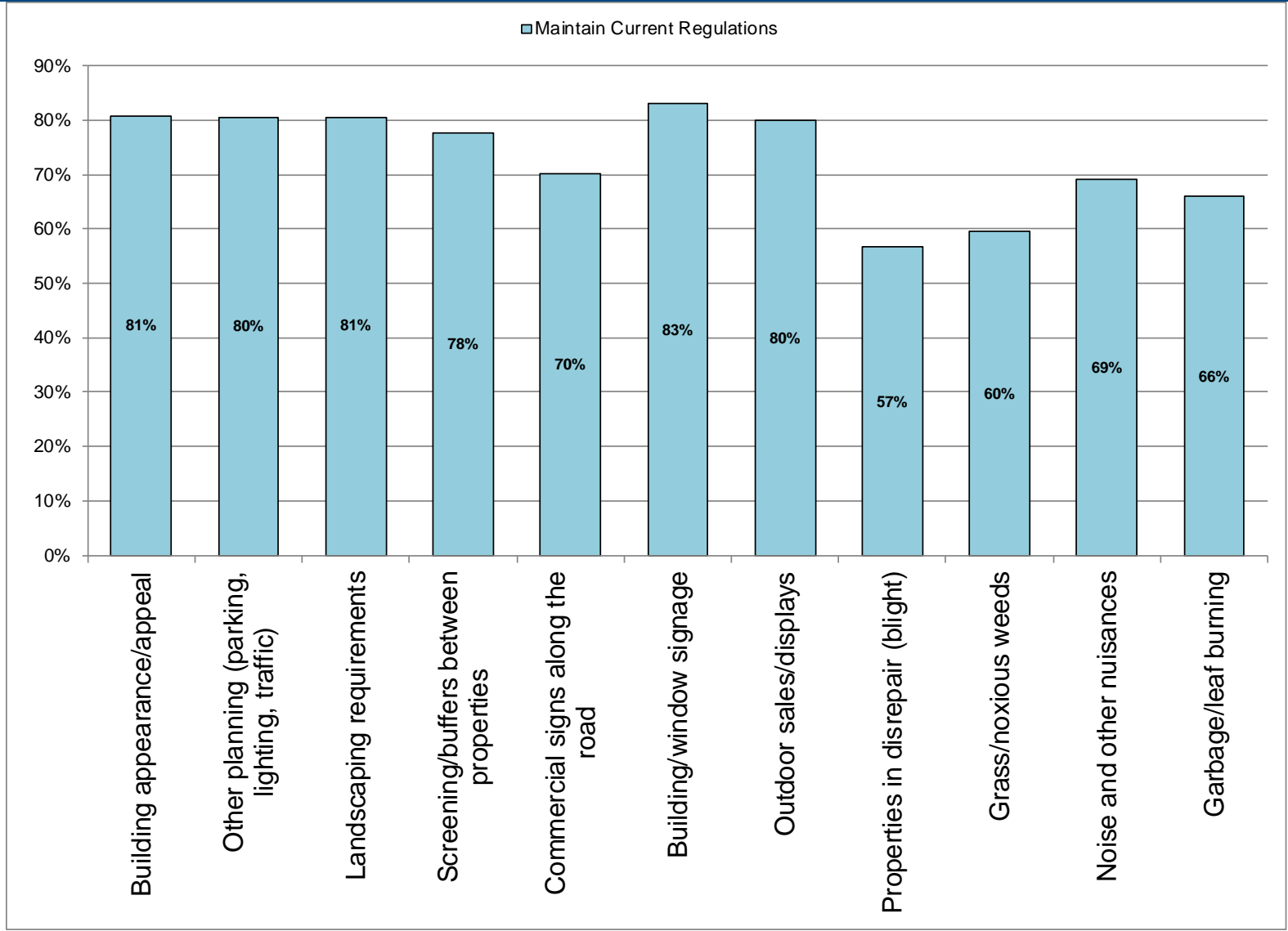
Planning and Zoning

Planning & Zoning: Increase Restrictions

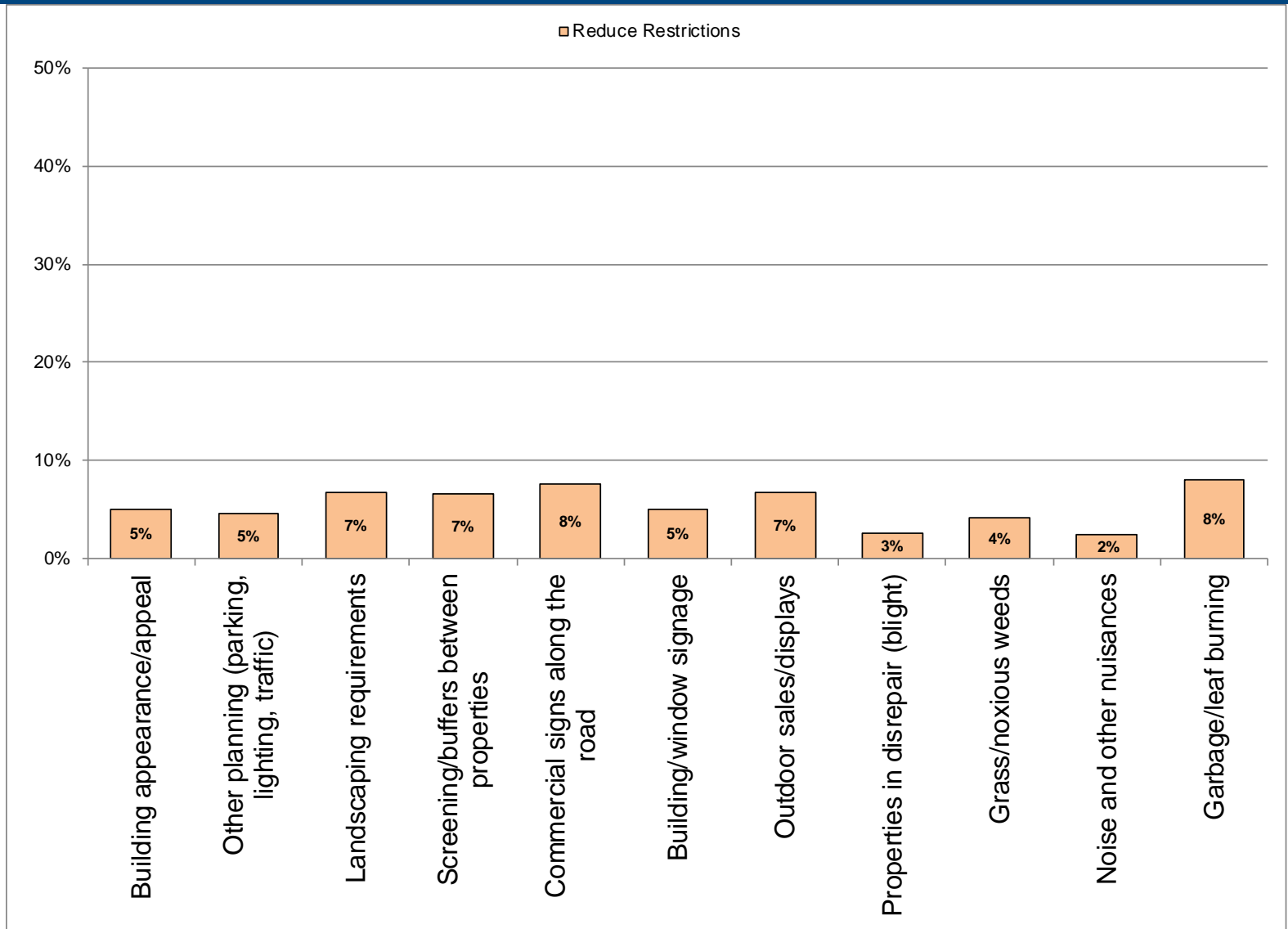




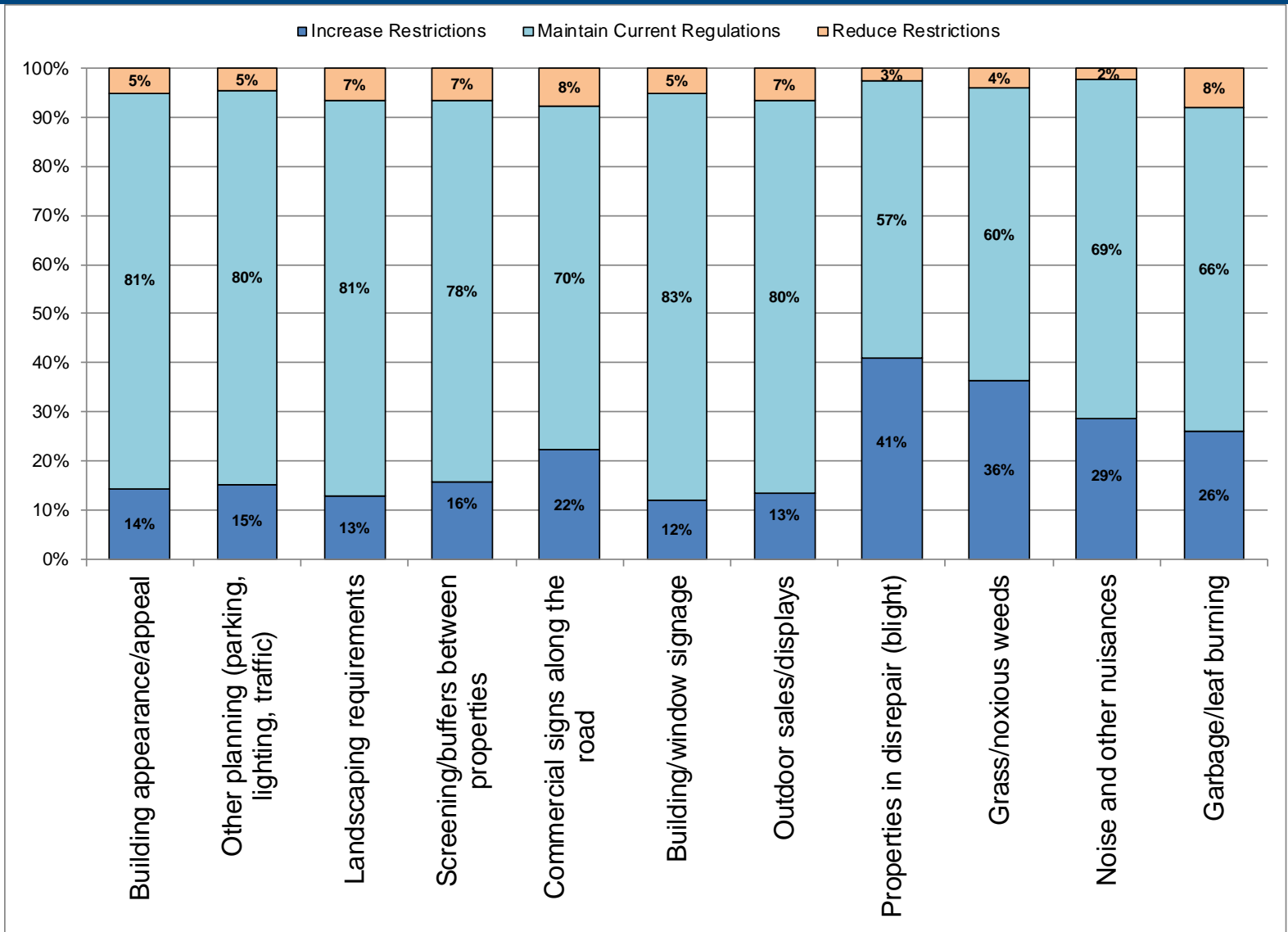
Planning & Zoning: Maintain Current Regulations



Planning & Zoning: Reduce Restrictions



Planning & Zoning: Combined

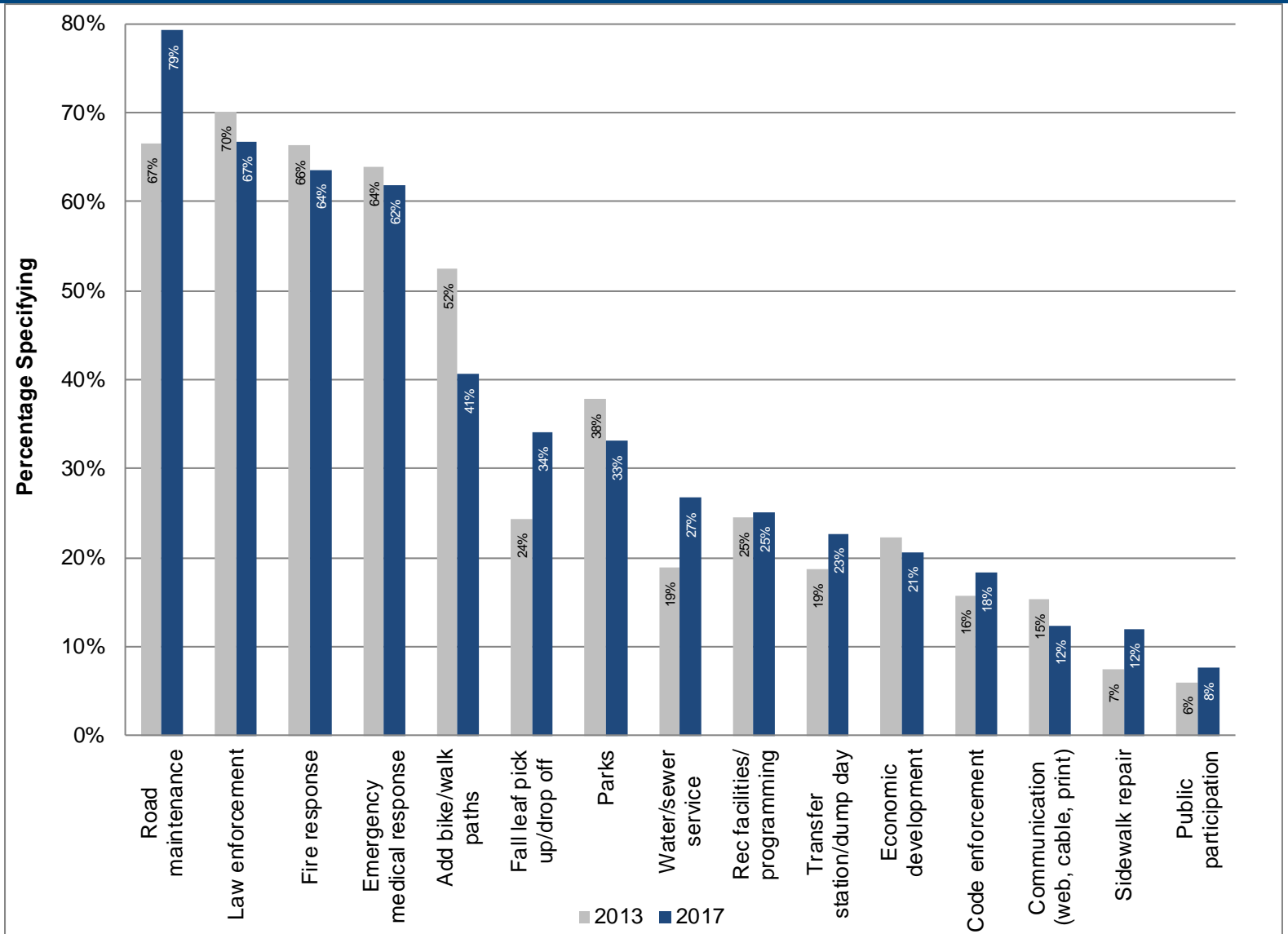


Budget Priorities and Support



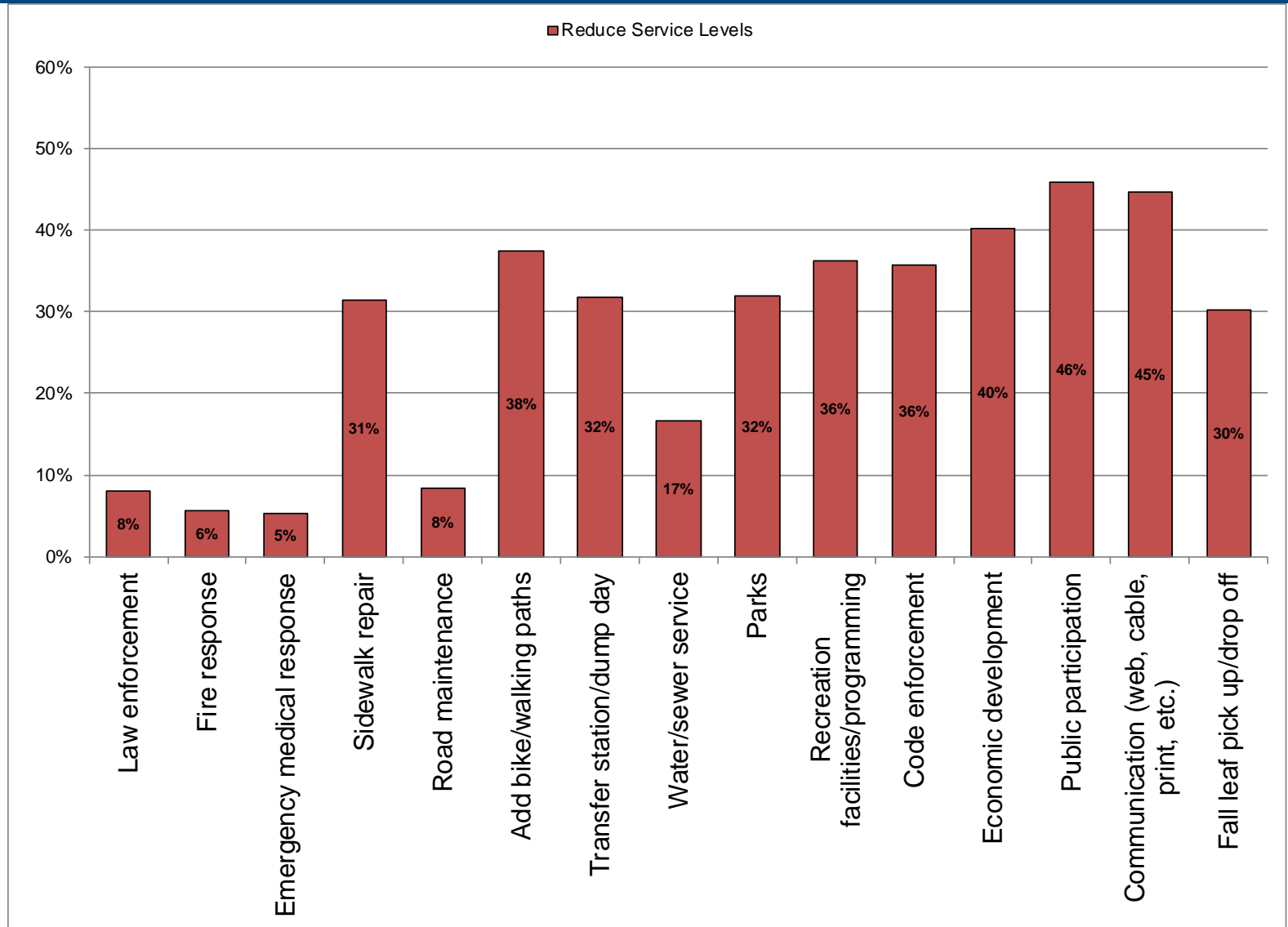
Budget Prioritization

Percent selecting, could select top (7) for prioritization

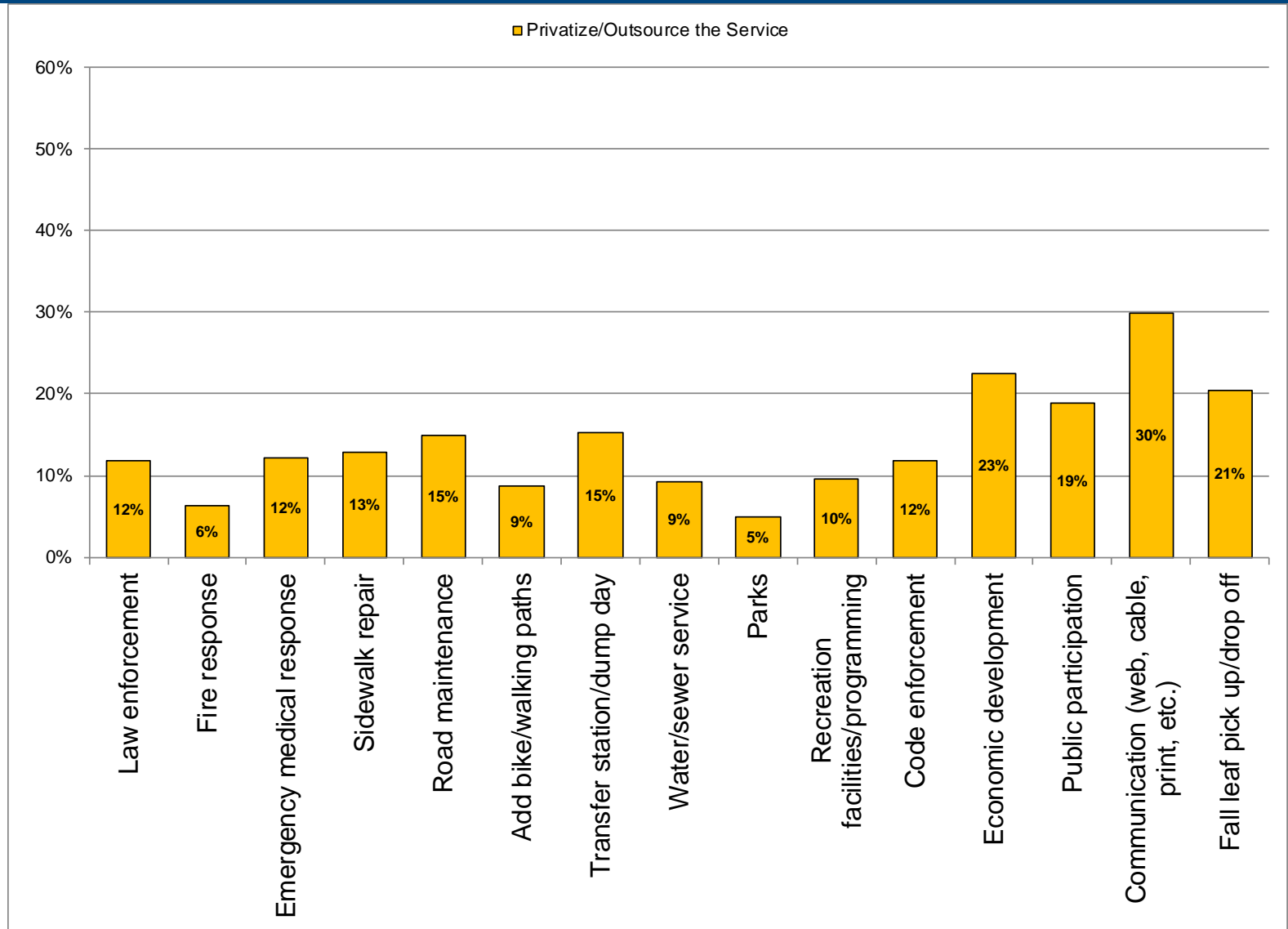


Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

Reduce Service Levels

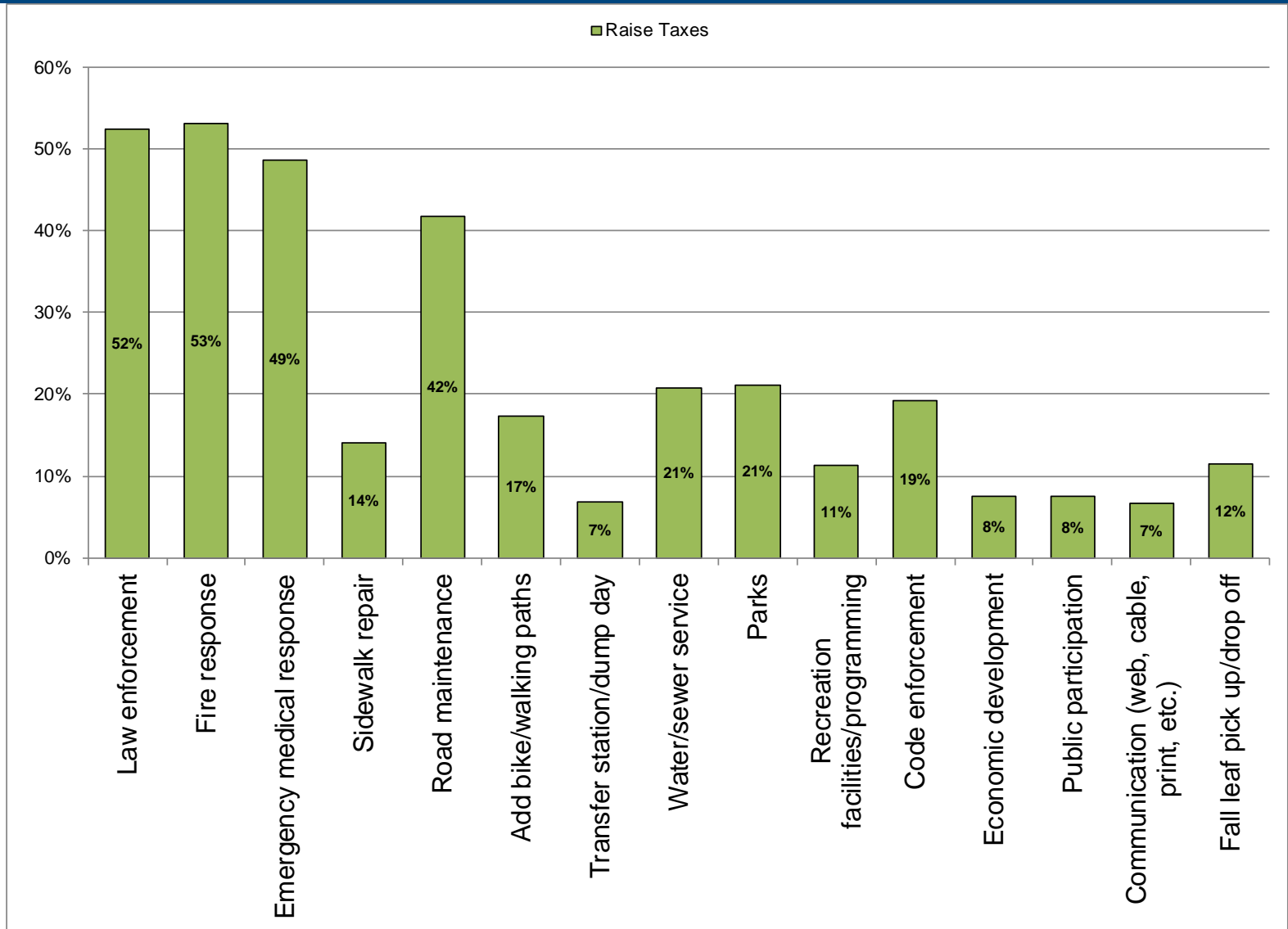


Privatize/Outsource the Service



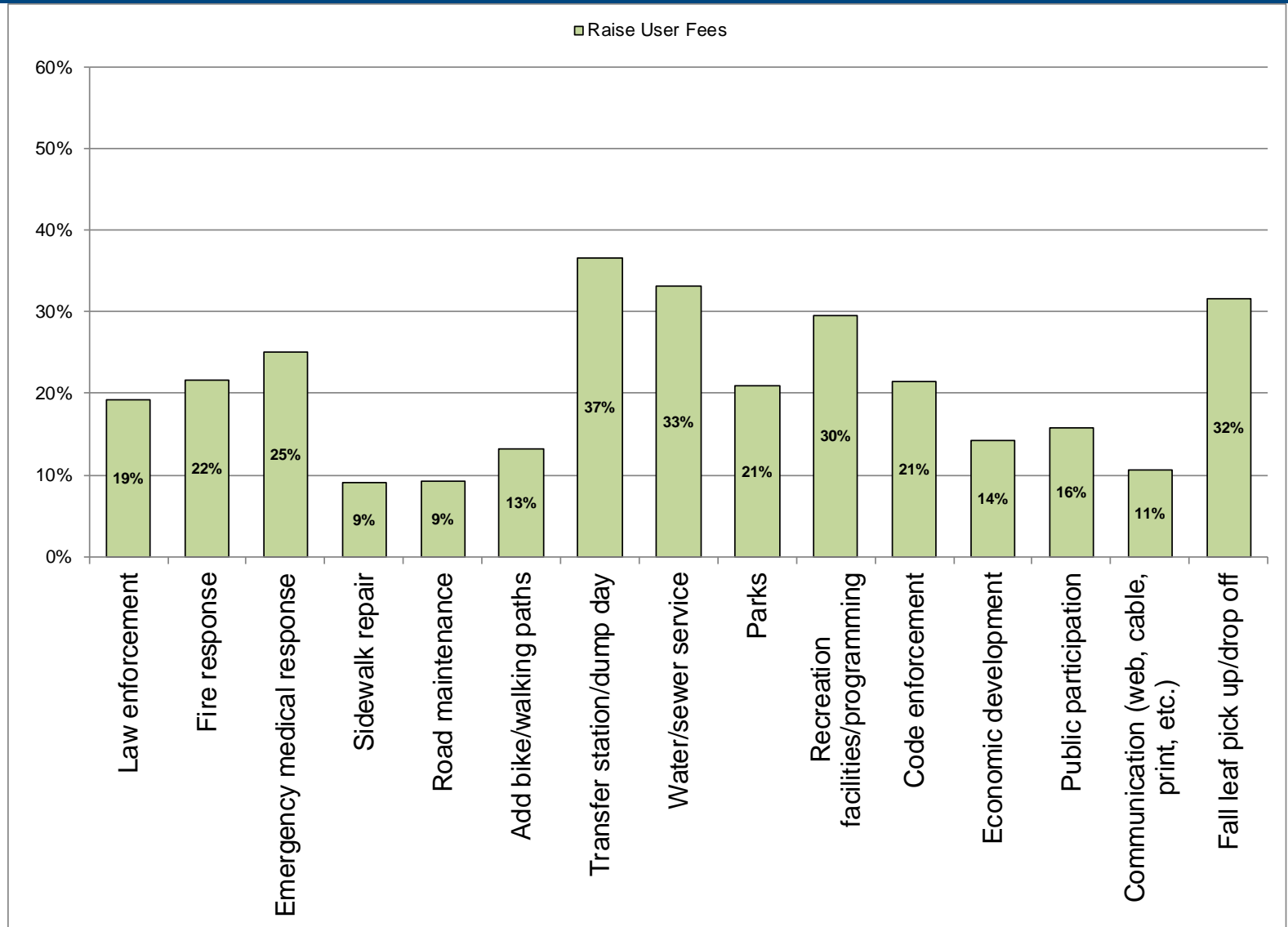
Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

Raise Taxes

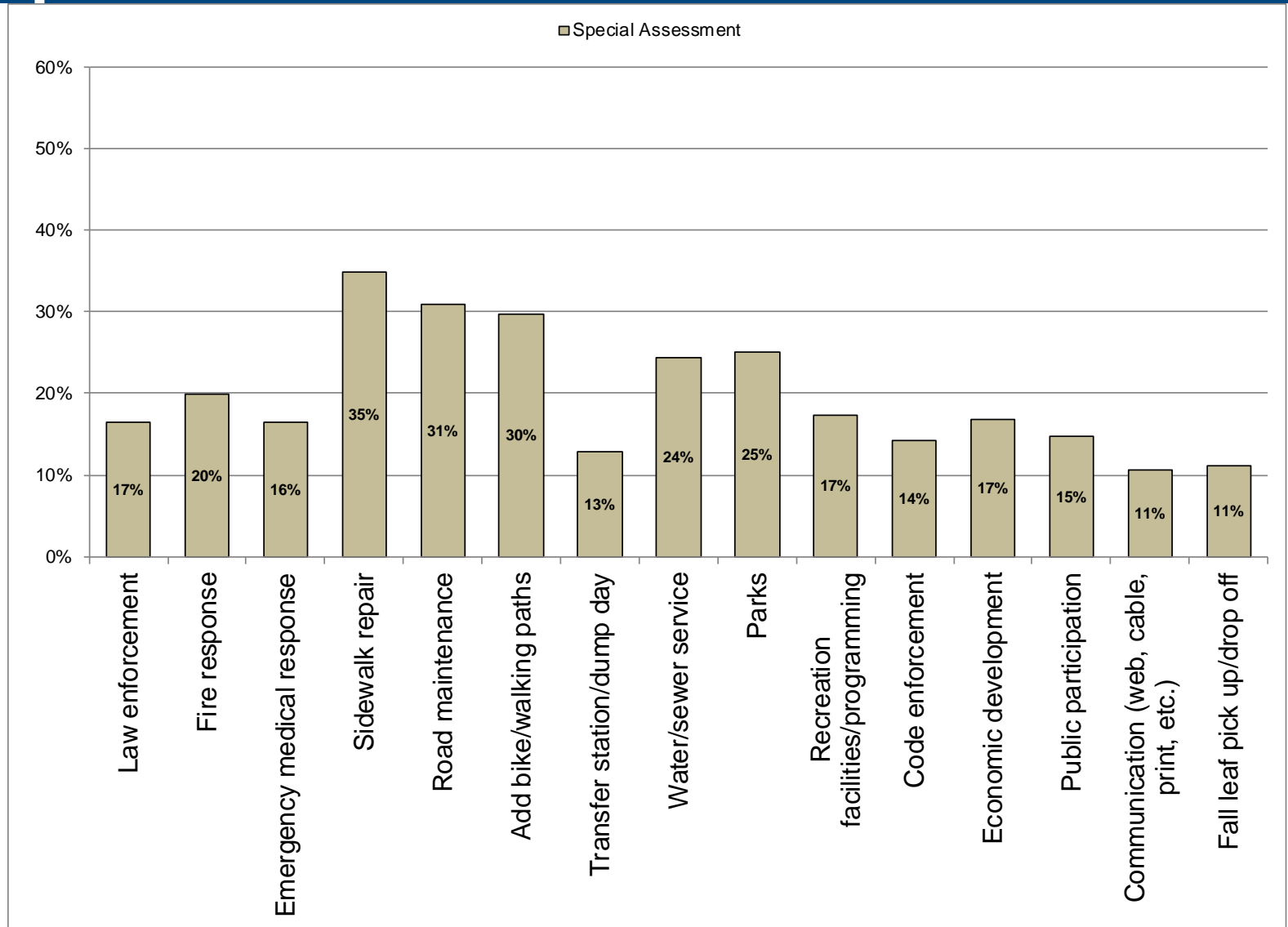


Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

Raise User Fees

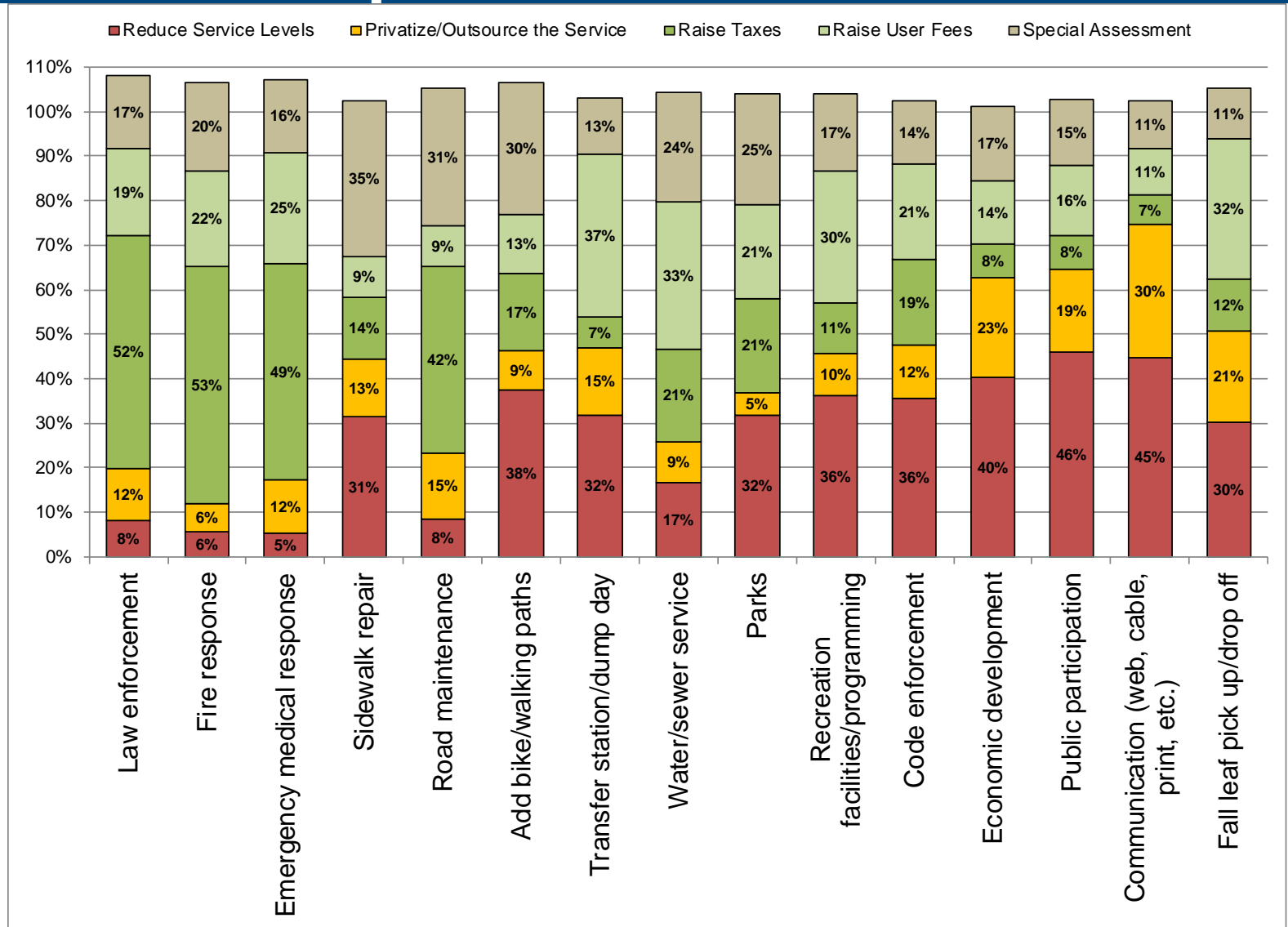


Special Assessment



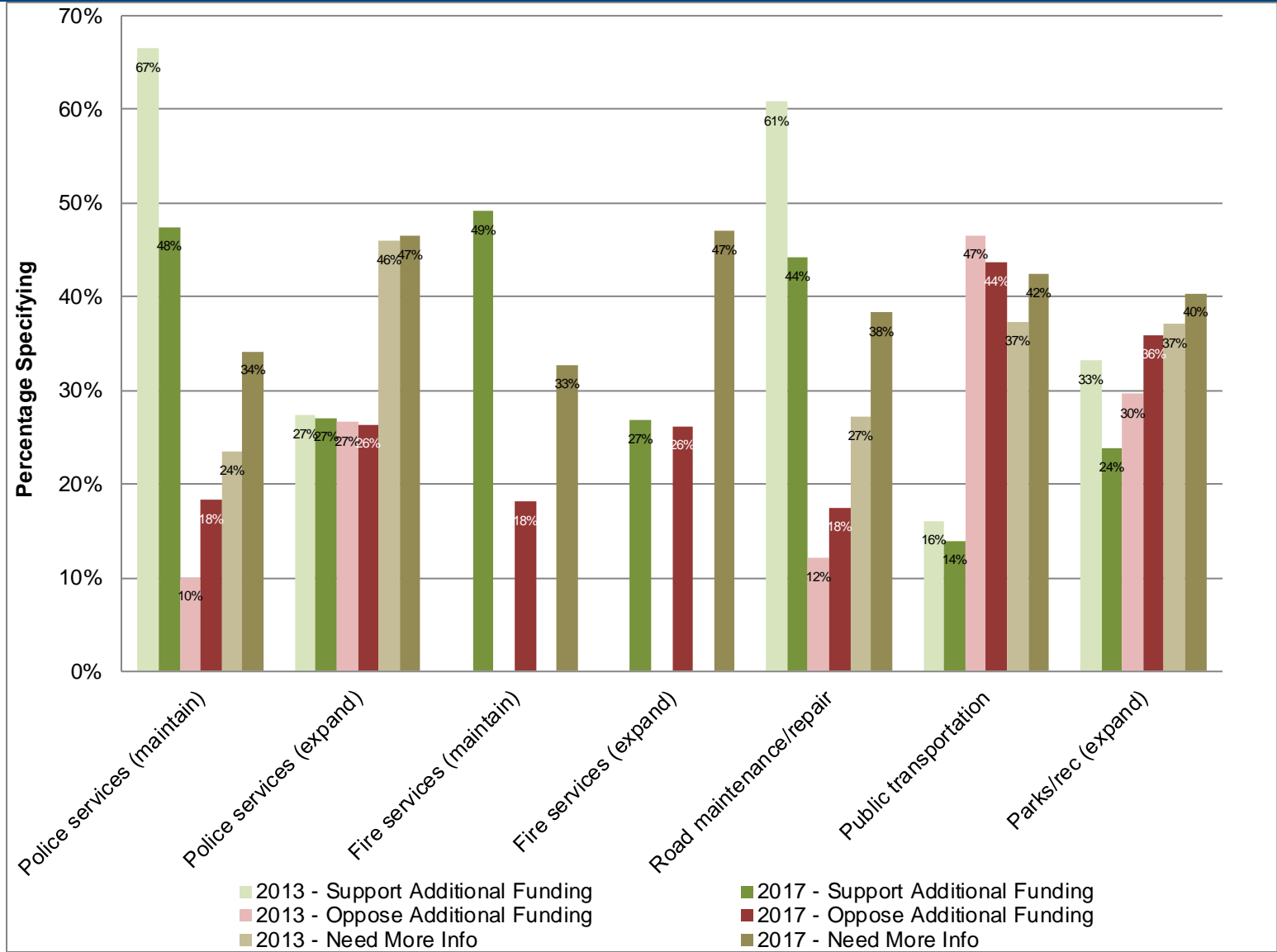
Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

Preferred Options for All Services



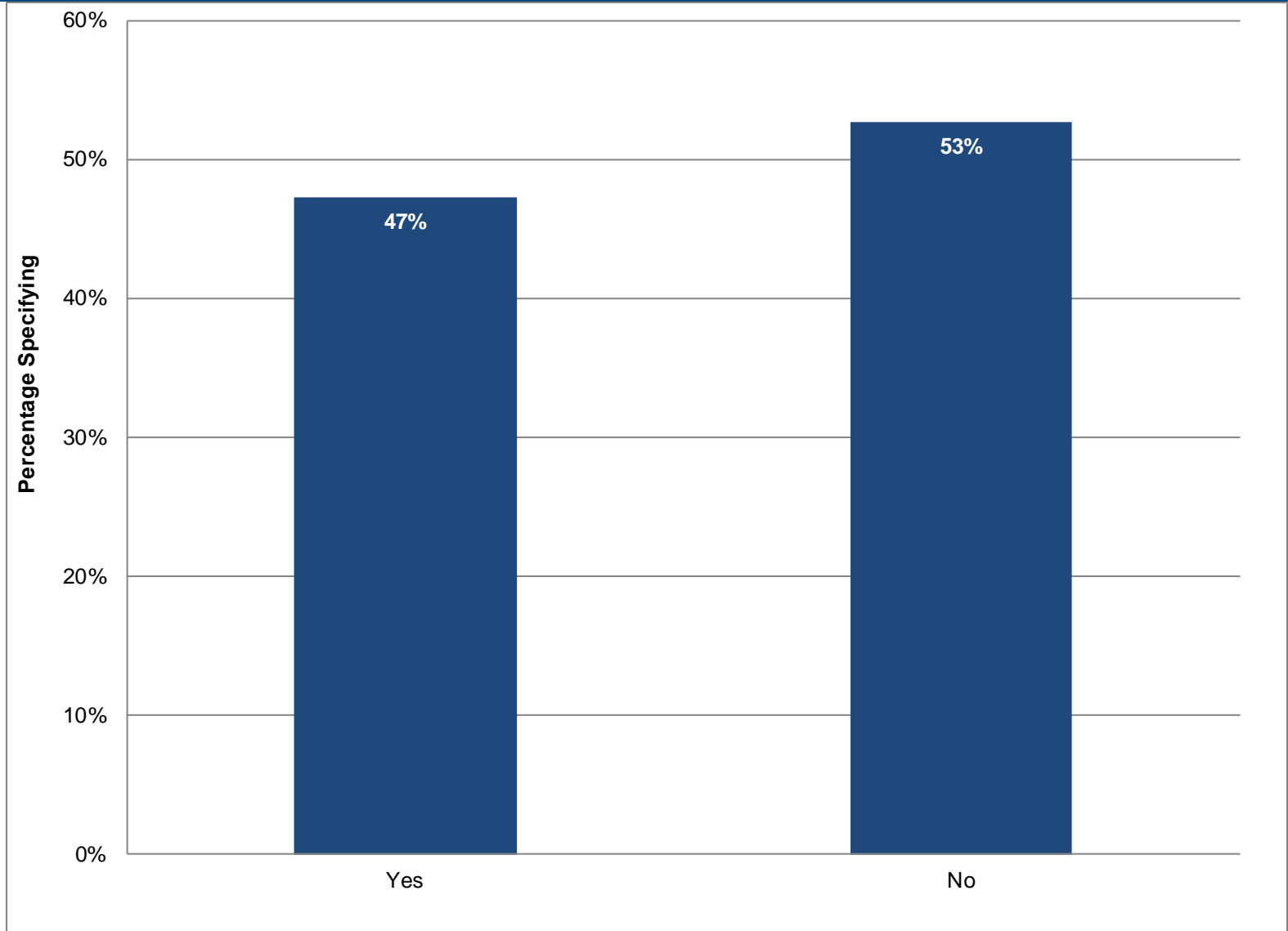


Support for future services



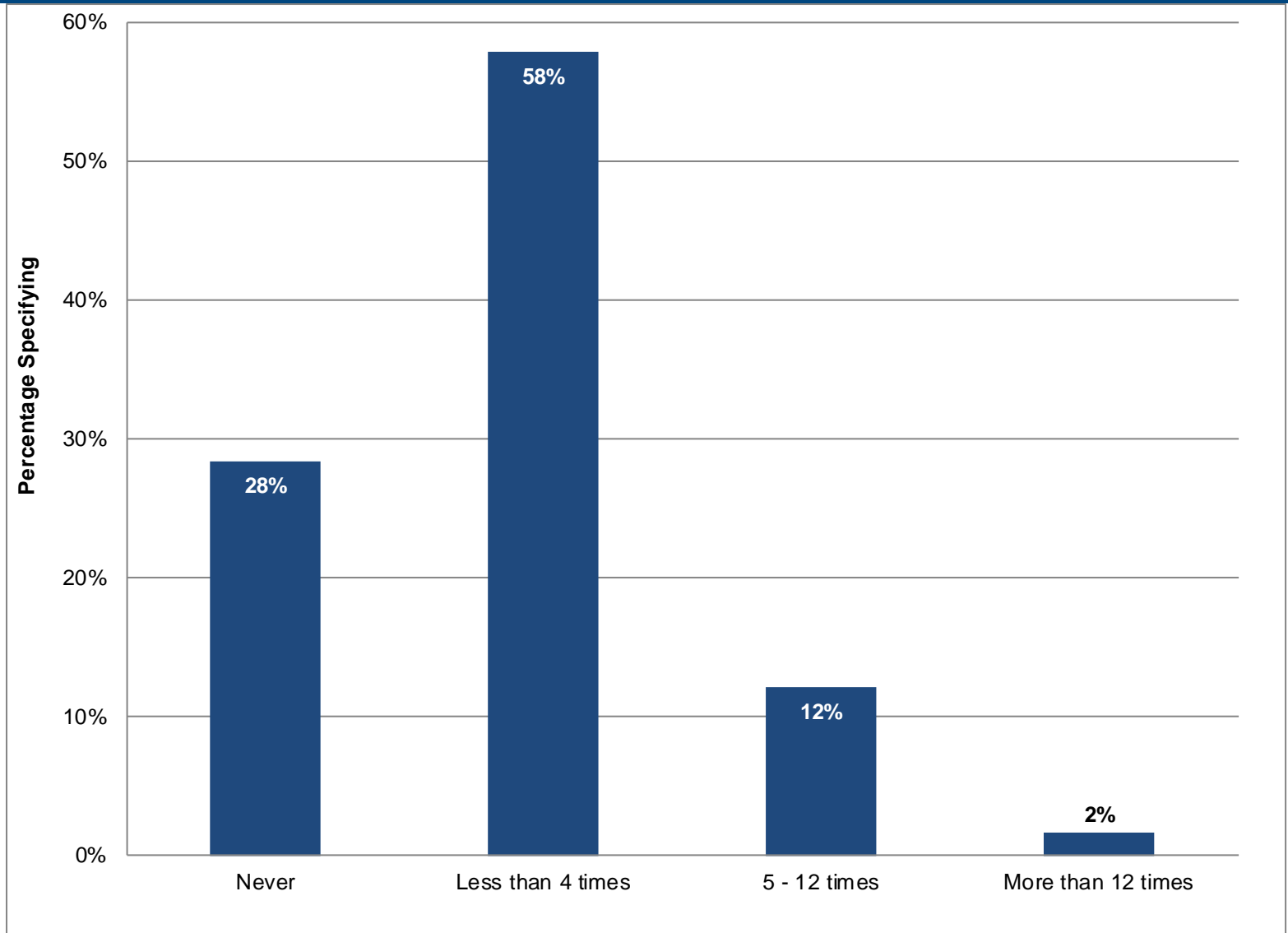


Support for Township-wide contract with 1 company for garbage/recycling

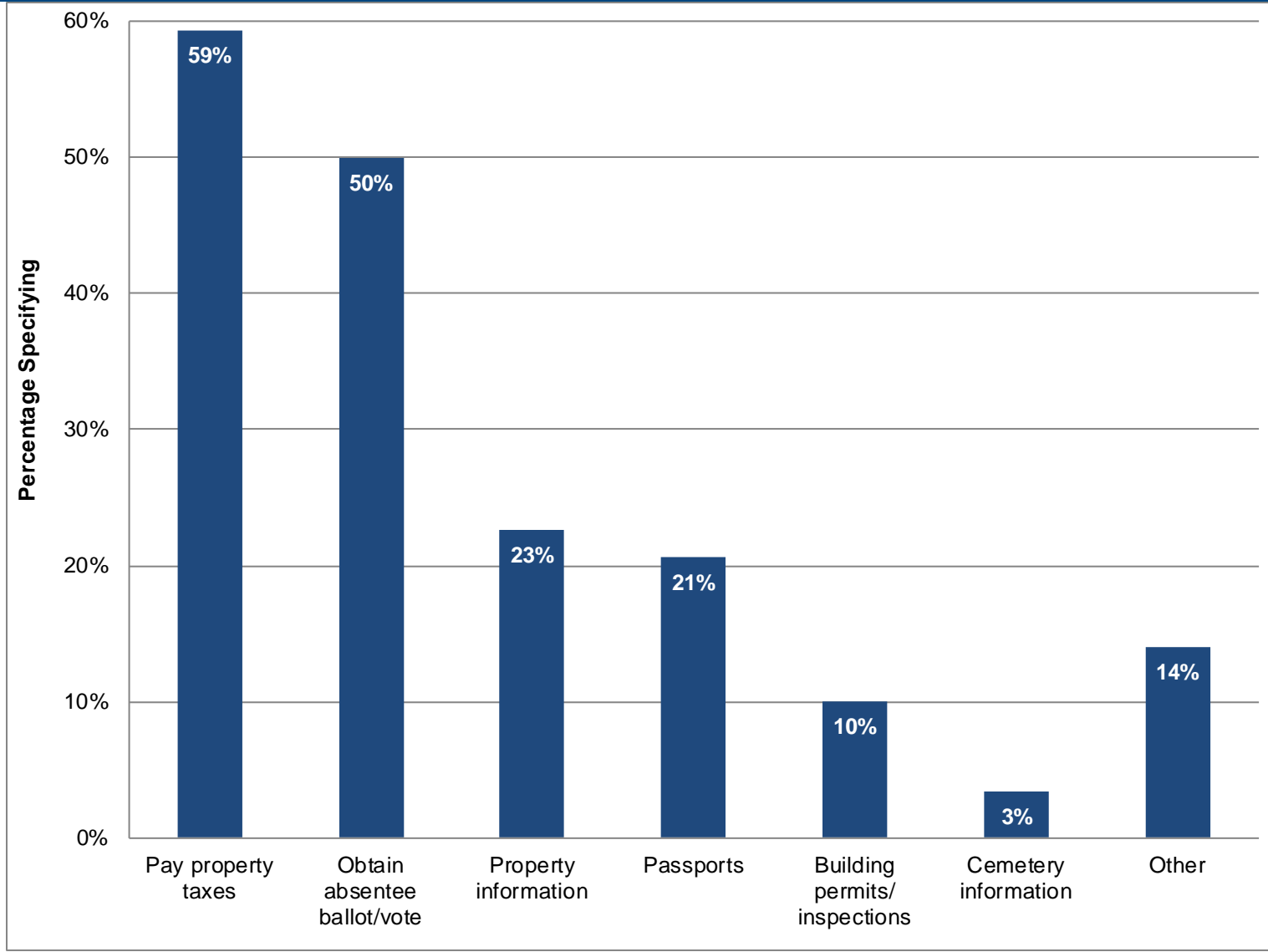


Town Hall

Frequency of visit(s) to Township offices

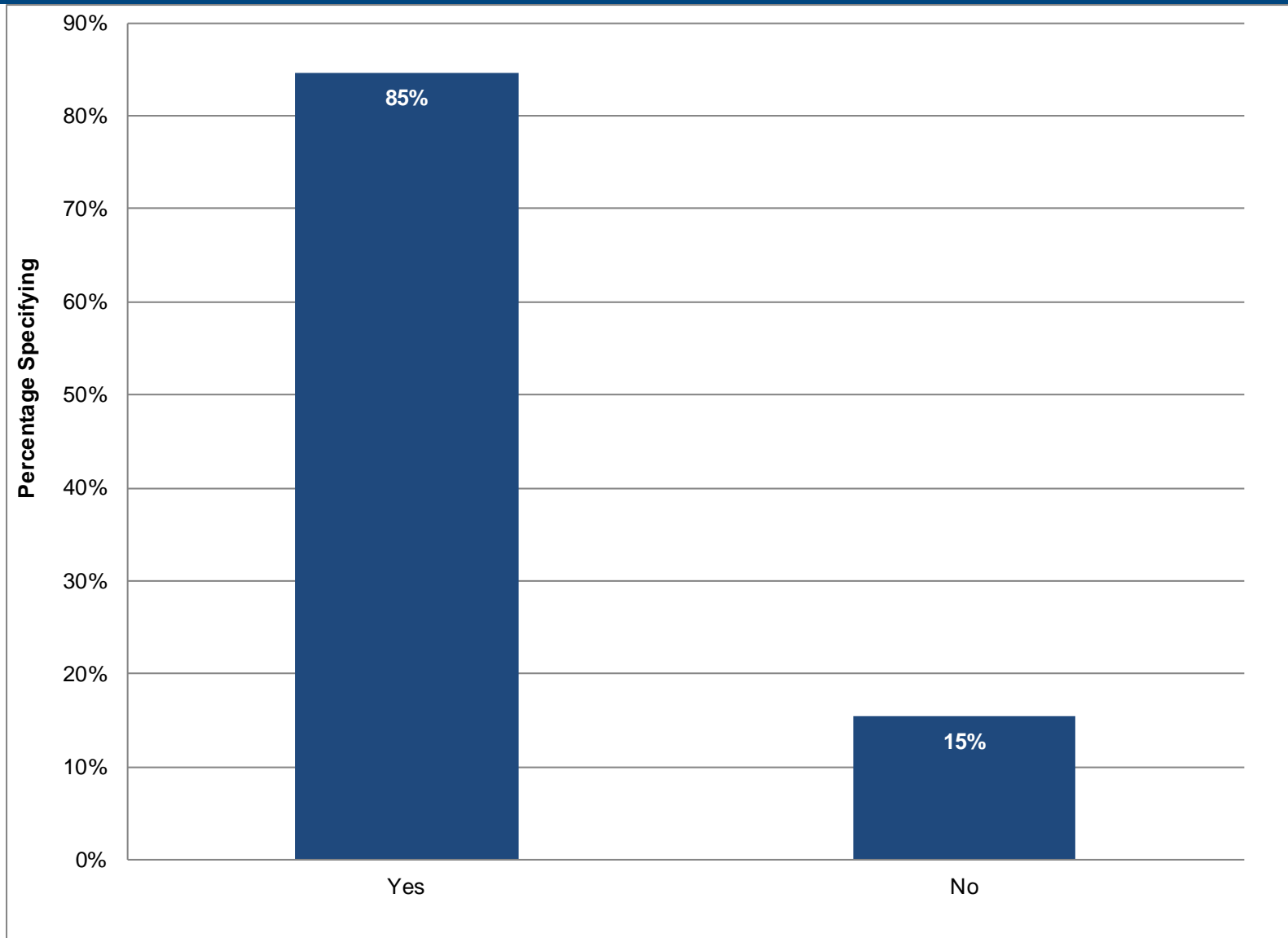


Reason for visit(s)



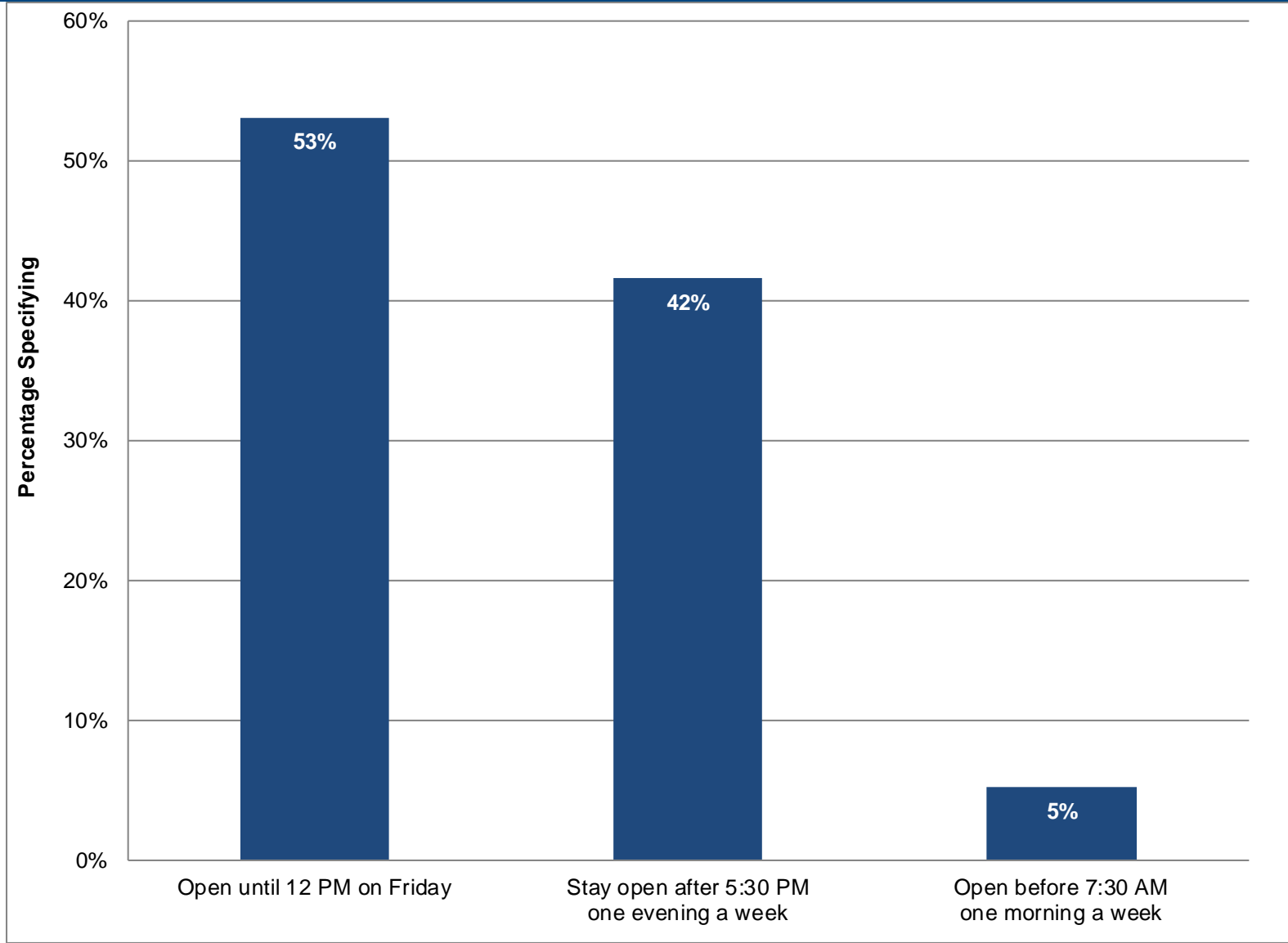


Do current office hours meet your needs?





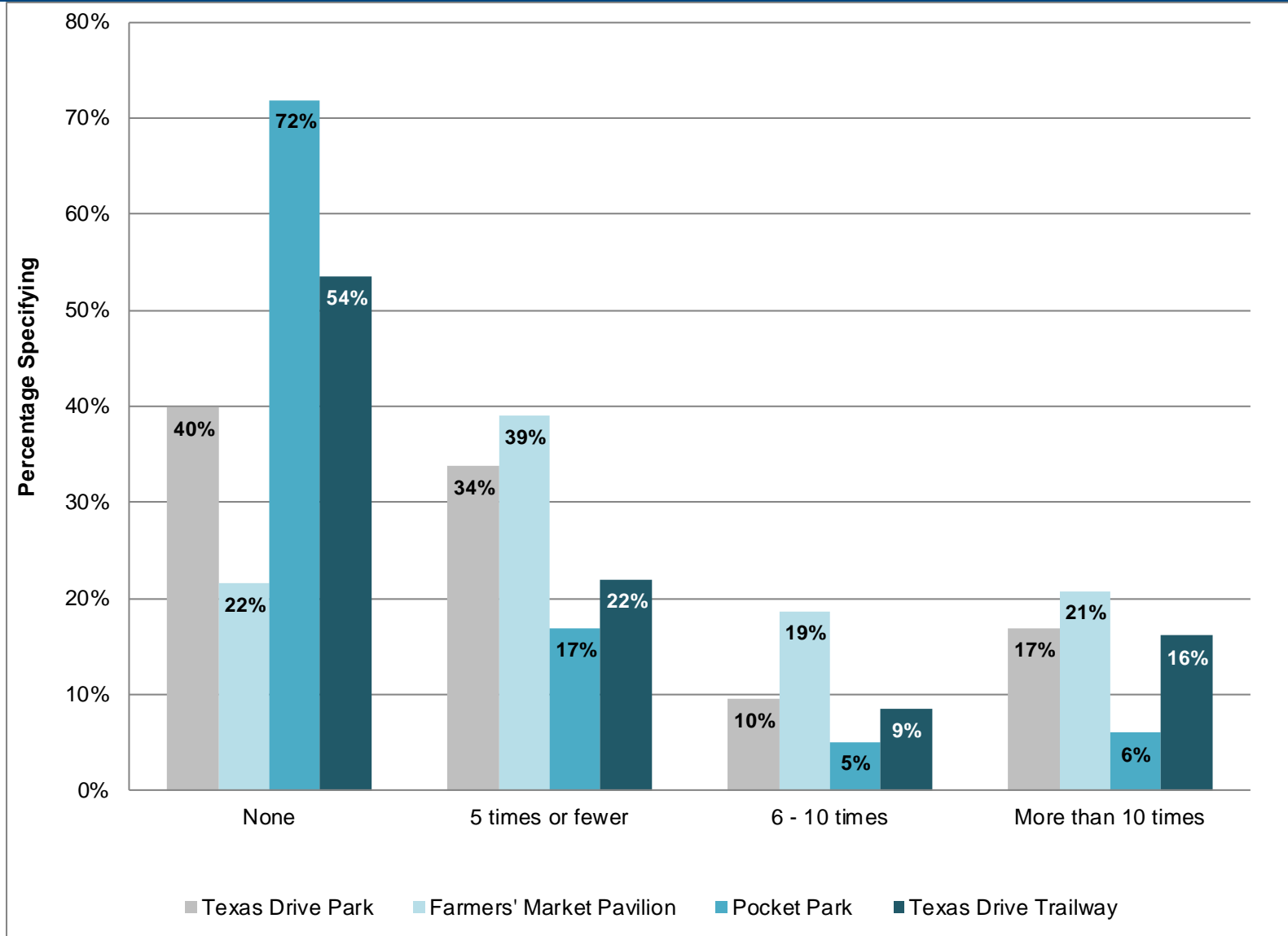
If office hours do not meet needs, which hours would you like see the offices open?



Parks and Recreation

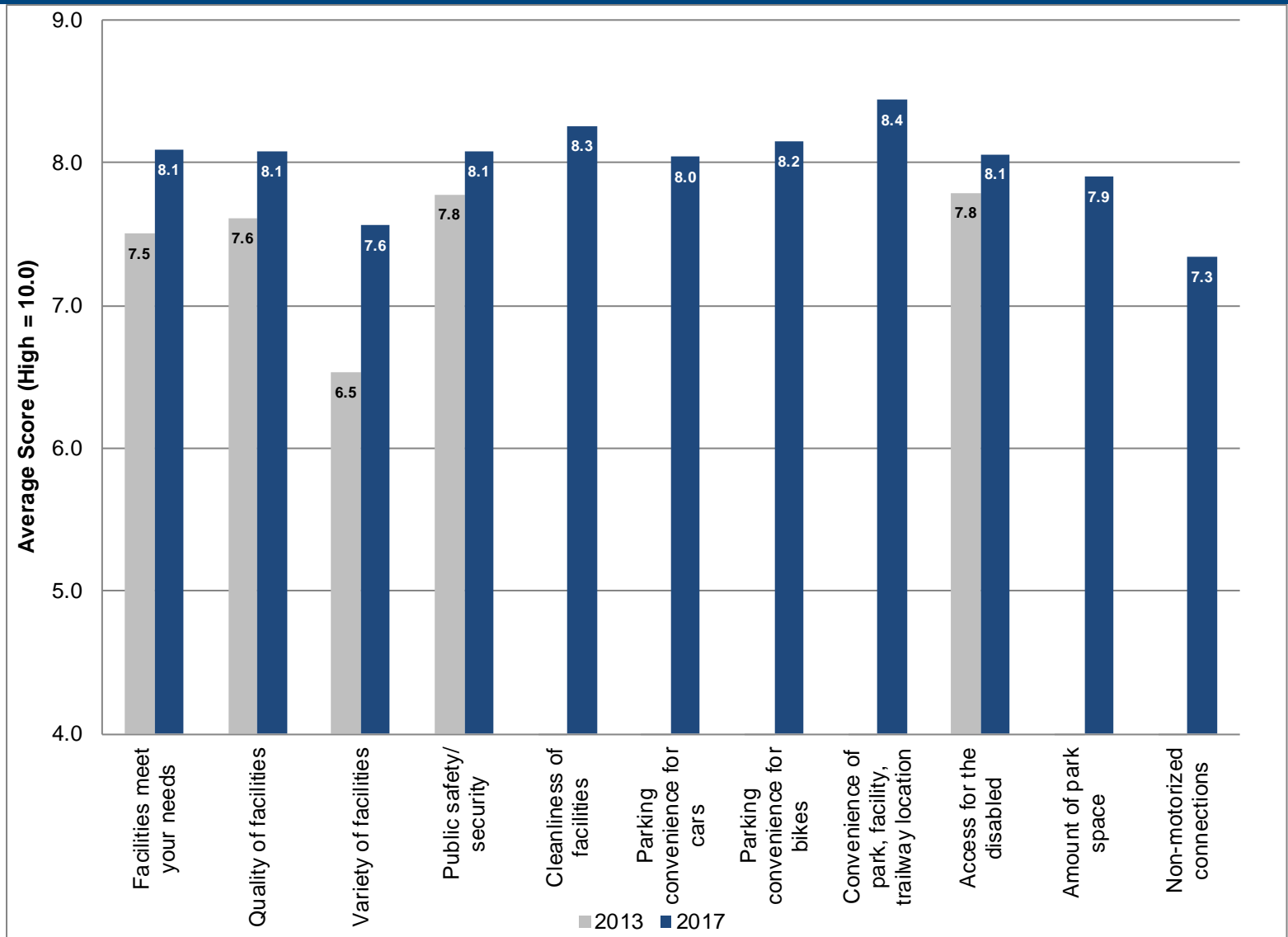


In the last 2 years, how often have you visited the following parks?



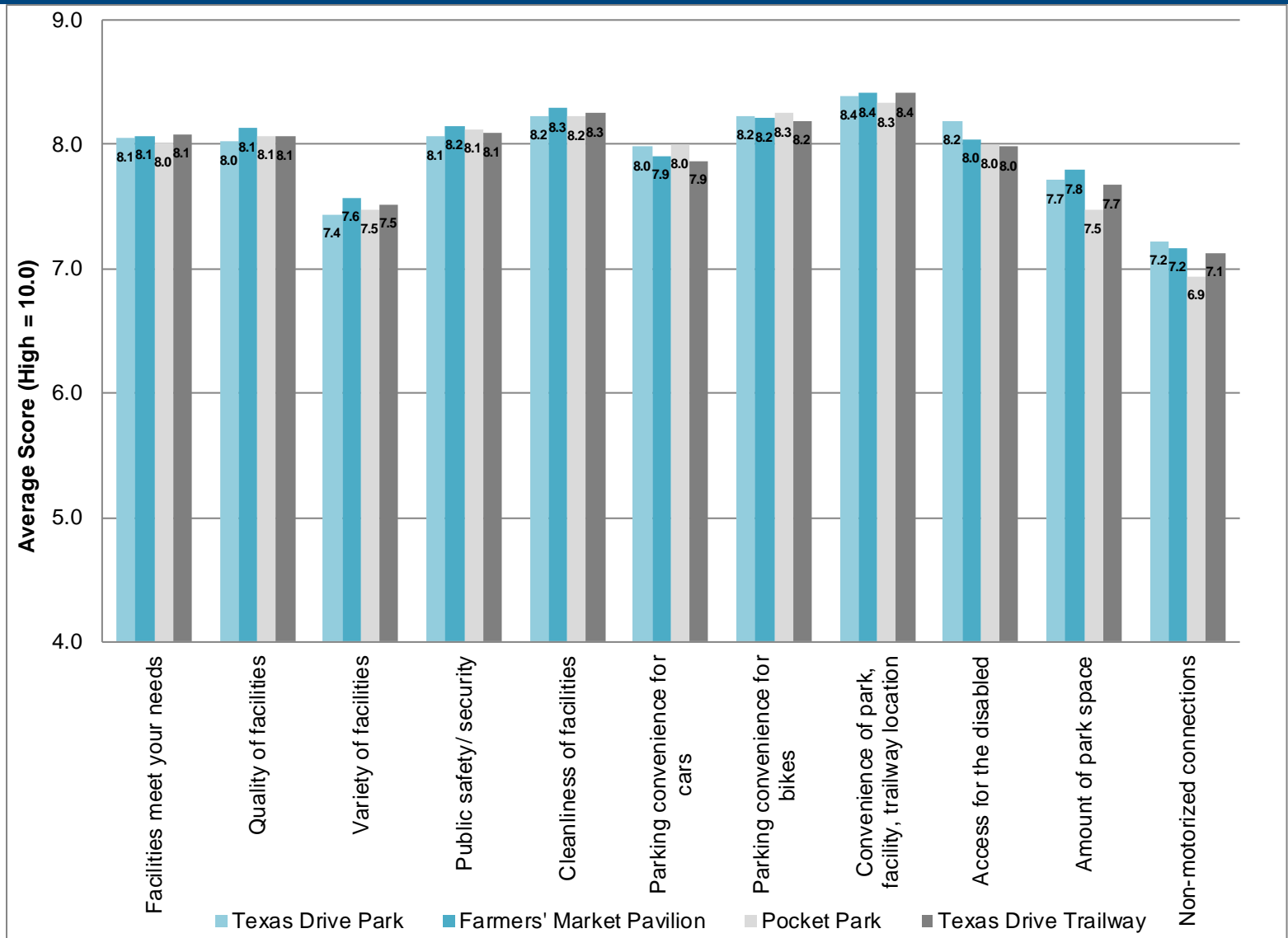


Satisfaction with parks

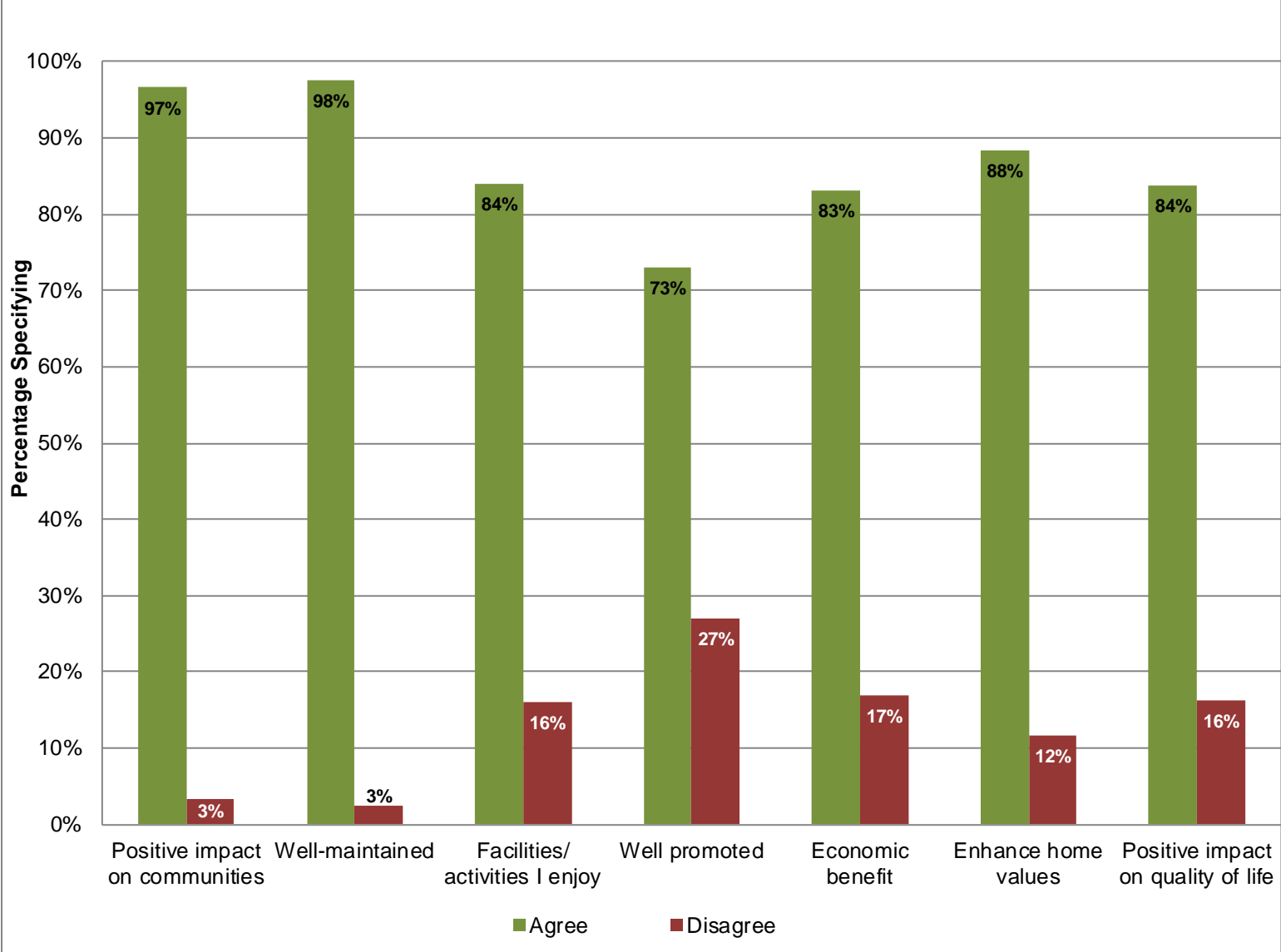




Satisfaction by Park type

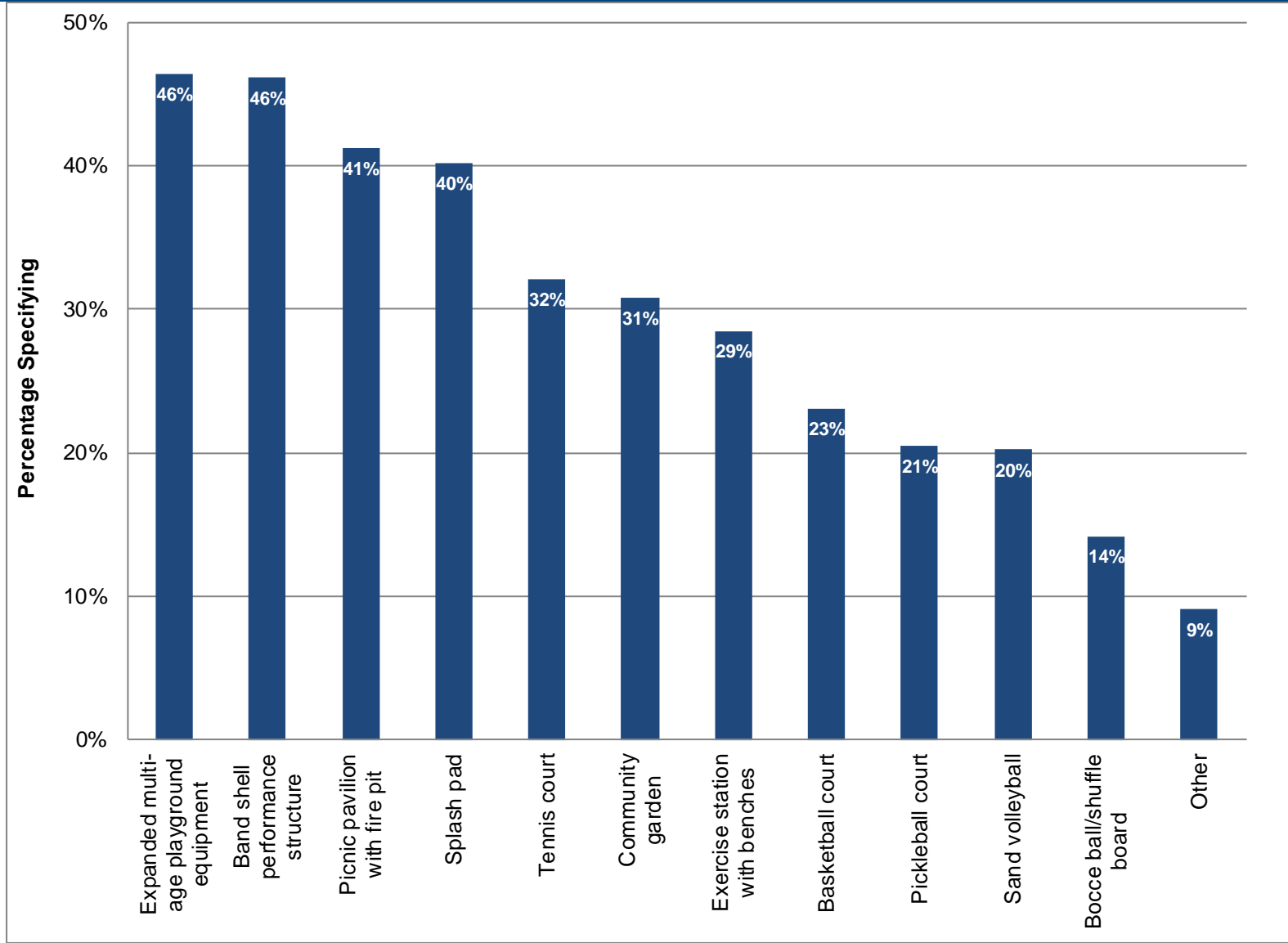


Impact of parks in the Township



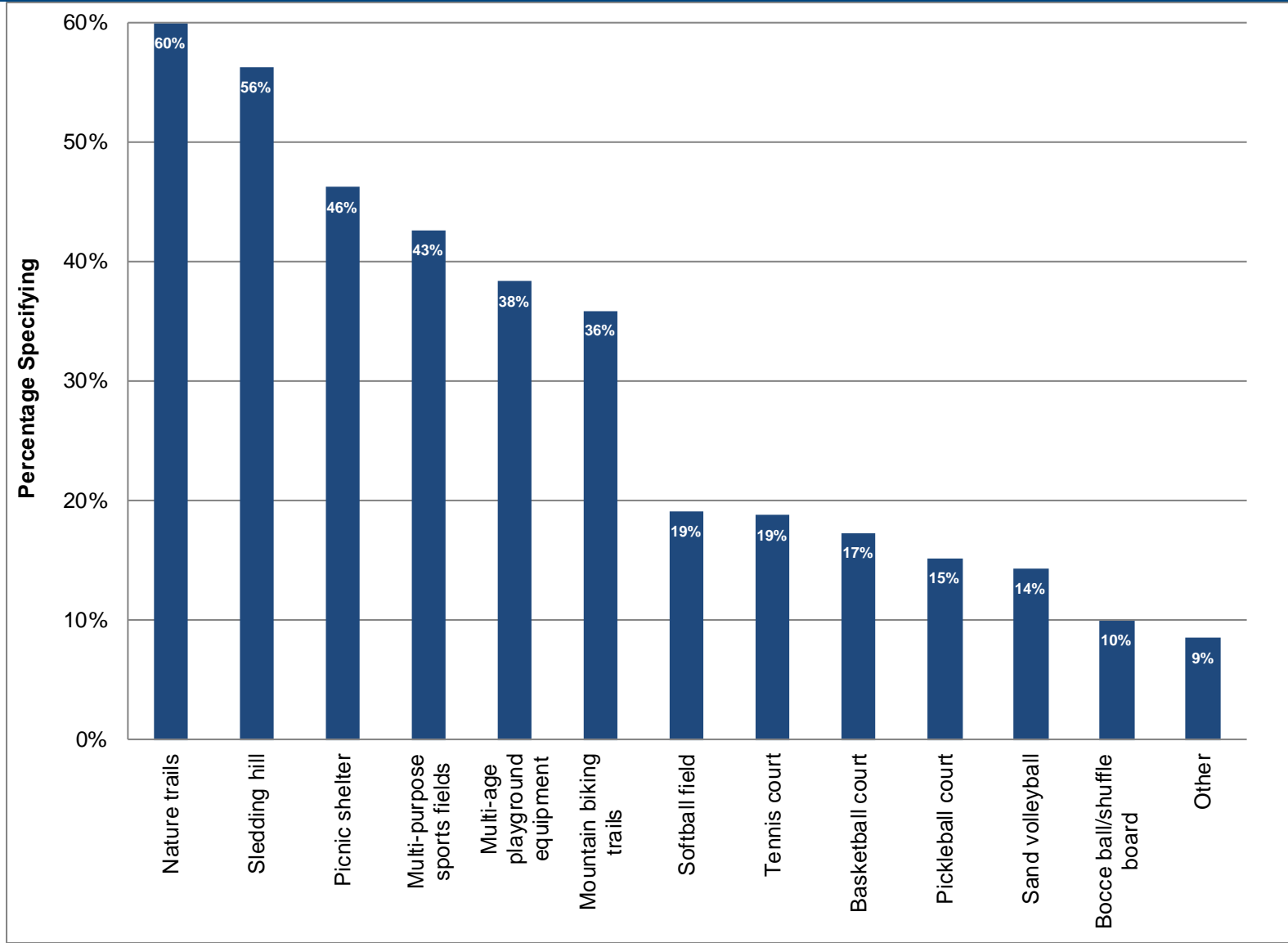


Texas Drive Park: Five most important projects to implement



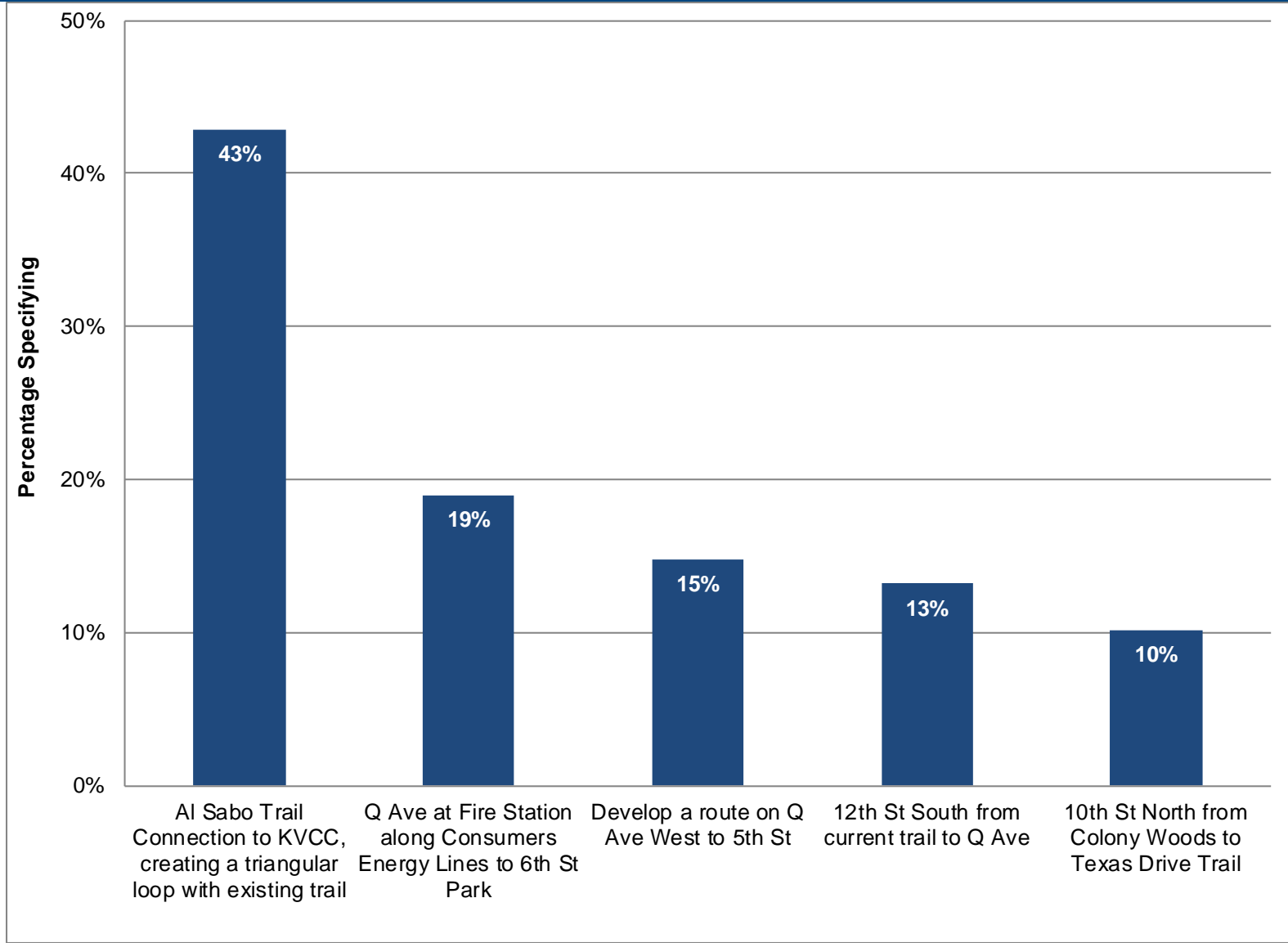


6th Street Park: Five most important projects to implement



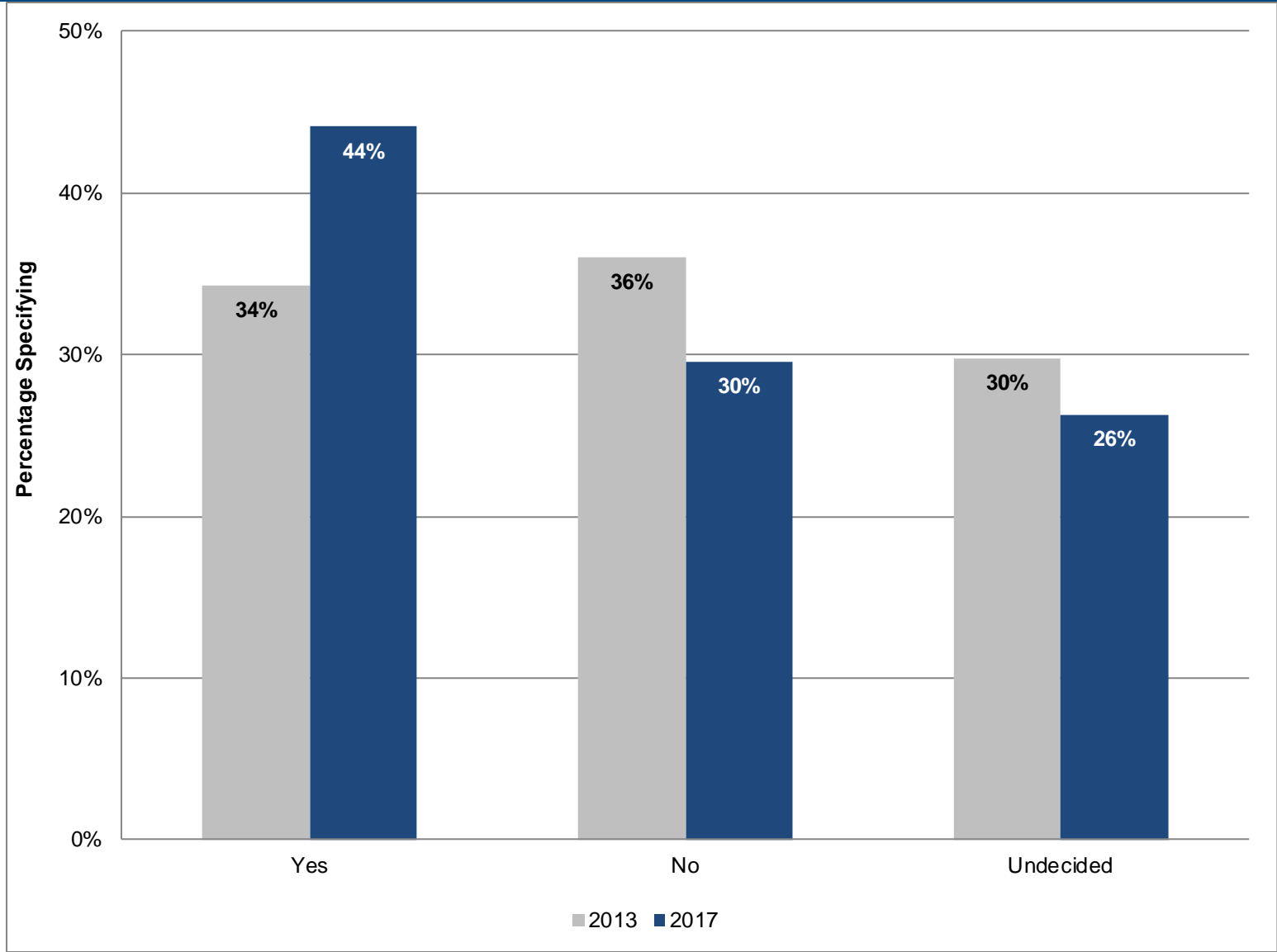


Non-motorized Trailways: Which would you most like to see developed?

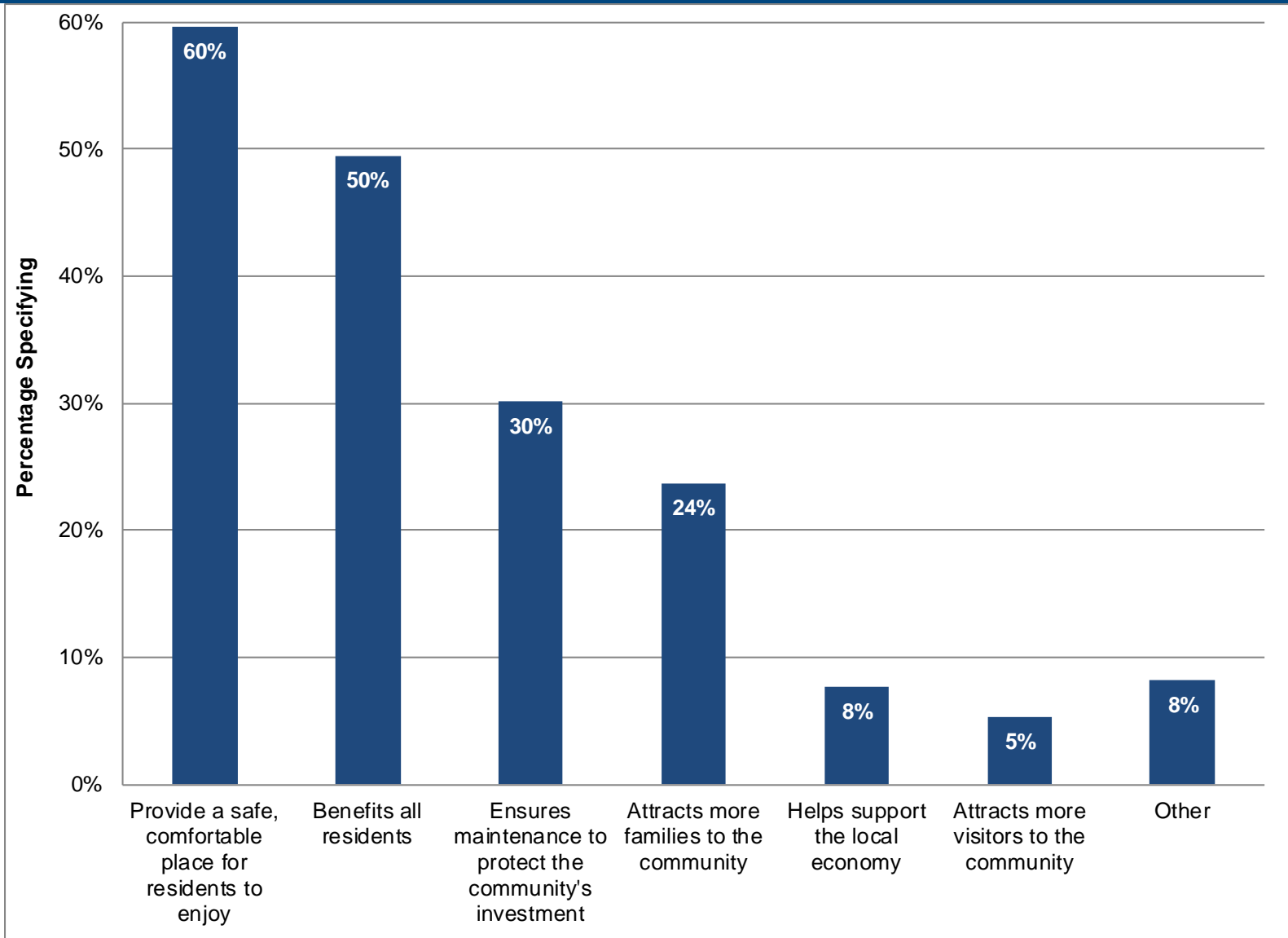




Support for annual “per parcel fee” (~\$30) to fund projects

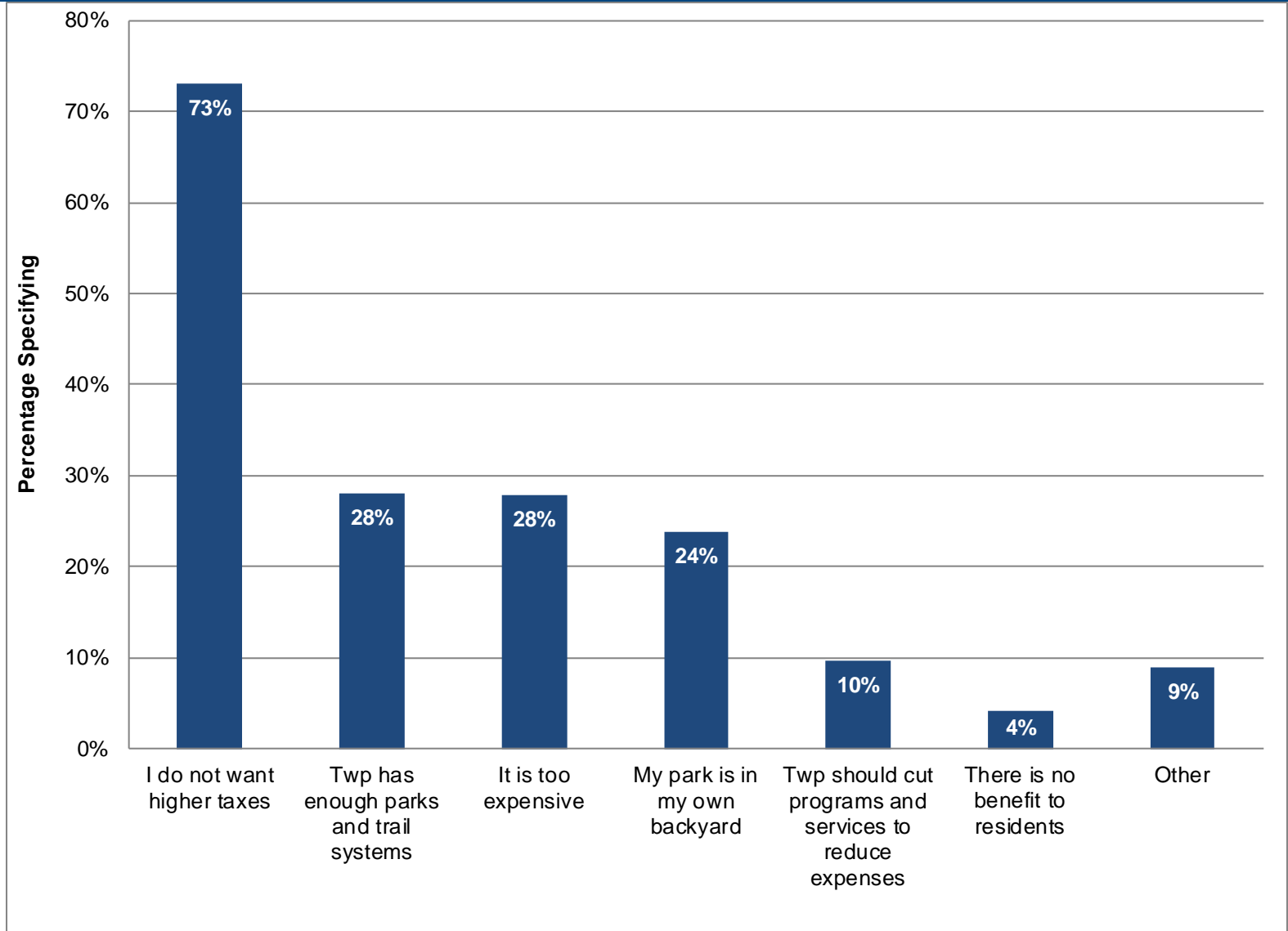


Best arguments in support of fee:





Best arguments against the fee:



Implementing Results

Perception v Reality: Minimize Distortion or Fix Real Performance Issues

Perception gap:

Respondents rated based on a false idea or understanding. Address with communication strategy to change that perception.

Real performance issue:

Address with an improvement plan. When performance improves, it becomes a perception gap to address with a communication strategy.



Strategy is About Action: Improve Performance to Improve Outcomes

The diagram at the right provides a framework for following up on this survey.

- The first step (measurement) is complete. This measurement helps prioritize resources and create a baseline against which progress can be measured.
- The second step is to use internal teams to further analyze the results and form ideas about why respondents answered as they did and potential actions in response.
- The third step is to validate ideas and potential actions through conversations with residents and line staff – do the ideas and actions make sense. Focus groups, short special-topic surveys and benchmarking are helpful.
- The fourth step is to provide staff with the skills and tools to effectively implement the actions.
- The fifth step is to execute the actions.
- The final step is to re-measure to ensure progress was made and track changes in resident needs.

